The Role of Work Environment in Moderating the Influence of Leadership on Work Motivation at BAZNAS Garut Regency

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ABSTRACT

This study aimed to examine the impact of leadership on employee work motivation and to investigate the role of the work environment as a moderating variable in this relationship. A quantitative approach with a descriptive correlational design was employed for this research. Data were collected through a questionnaire administered to 50 BAZNAS Garut District staff members selected via total sampling. Data analysis was conducted using moderation regression with the assistance of statistical software. The findings indicate that leadership has a positive and significant effect on work motivation. The work environment significantly influences employee motivation. A favorable work environment is characterized by factors such as physical comfort, a supportive organizational culture, and positive interpersonal relationships.The work environment moderates the relationship between leadership and work motivation. The results of this study demonstrate that the work environment serves as a moderator, meaning it can enhance or diminish the effect of leadership on motivation. In a positive work environment, the influence of leadership on motivation is more pronounced. Furthermore, the work environment has been shown to enhance the relationship between leadership and work motivation. The implications of these findings highlight the importance of developing effective leadership styles and creating a conducive work environment to boost employee morale in the Islamic philanthropy sector.

Keywords: *Leadership; Work Environment; Work Motivation; Moderation Regression; BAZNAS*

INTRODUCTION

Previous studies have demonstrated that leadership styles particularly transformational and servant leadership can significantly influence employee motivation in religious and value-driven organizations (Bass & Riggio, 2006; Greenleaf, 2002). However, leadership does not operate in a vacuum. The work environment serves as a contextual factor that can either amplify or weaken the influence of leadership on employee motivation. A supportive work environment—characterized by mutual respect, adequate facilities, transparent communication, and psychological safety—can reinforce positive leadership behaviors and encourage employees to contribute

wholeheartedly (Armstrong & Taylor, 2020). Conversely, a toxic or poorly managed environment can neutralize even the most effective leadership efforts.

In recent years, BAZNAS Garut Regency has undergone several changes aimed at improving organizational performance and public trust. These include structural reforms, the implementation of performance-based systems, and efforts to professionalize zakat management. Despite these initiatives, challenges remain in maintaining high levels of employee motivation, especially in light of growing demands and limited resources. This situation raises important questions: To what extent does leadership influence work motivation? And can the work environment serve as a moderator in this relationship?

Addressing these questions is crucial for strategic human resource development at BAZNAS. By understanding the dynamics between leadership, work environment, and motivation, the organization can adopt more integrated approaches to improve employee satisfaction and performance ultimately leading to better service for the community.

In the context of public sector organizations, such as Badan Amil Zakat Nasional (BAZNAS) in Garut Regency, Indonesia, leadership becomes especially important due to the social and religious mandate of the institution. BAZNAS is responsible for managing zakat funds with integrity and professionalism. To fulfill its mission, the motivation of employees is crucial, and this motivation is often shaped by the leadership style practiced within the organization (Yukl, 2013). However, the quality of the work environment can either strengthen or weaken the effect of leadership on employee motivation.

As a non-profit religious institution, BAZNAS Garut Regency operates under specific constraints and expectations, including limited resources and high accountability. These factors make it important to understand how leadership affects employee motivation, and whether a positive work environment can moderate this effect. According to Herzberg's Two-Factor Theory, both intrinsic factors (such as recognition and responsibility) and extrinsic factors (such as working conditions and supervision) play roles in motivating employees (Herzberg, 1966). Thus, a supportive work environment may enhance the motivational impact of good leadership, while a negative one might diminish it.

This study aims to examine the role of the work environment as a moderating variable in the relationship between leadership and work motivation among employees at BAZNAS Garut Regency. By understanding this dynamic, the institution can implement more effective leadership and human resource strategies to improve employee performance and service delivery.

Problem Formulation

Based on the background described above, it is evident that leadership and work environment both play crucial roles in shaping the motivation levels of employees at BAZNAS Garut Regency. While effective leadership can inspire and direct employee

efforts, its impact may vary depending on the quality of the work environment. In some cases, even strong leadership may not lead to high motivation if the work environment is unsupportive or demotivating. Conversely, a positive work environment may compensate for deficiencies in leadership to some extent.

However, in the context of BAZNAS Garut Regency, there is limited empirical research exploring the interaction between these two factors. Most existing studies examine the individual influence of leadership or work environment on motivation, but few have investigated how the work environment moderates the effect of leadership on motivation in religious or non-profit organizations.

There is a need to determine the extent to which the work environment moderates the influence of leadership on work motivation among employees at BAZNAS Garut Regency, in order to develop more effective strategies for enhancing employee performance and organizational outcomes.

Leadership and Work Motivation

Leadership is a central concept in organizational behavior and is often defined as the process of influencing others to understand and agree on what needs to be done, and facilitating individual and collective efforts to accomplish shared objectives (Yukl, 2013). In relation to employee motivation, leadership acts as a key driver that affects how employees perceive their roles, responsibilities, and organizational goals.

According to Bass & Riggio (2006), transformational leadership is particularly effective in enhancing work motivation, as it involves inspiring followers through vision, intellectual stimulation, and individualized consideration. Leaders who demonstrate trust, encouragement, and a clear sense of purpose can significantly increase employee engagement, commitment, and performance. Conversely, transactional leadership, which focuses on exchanges and rewards, may have a more limited or short-term motivational effect (Northouse, 2018).

In the context of religious or non-profit institutions like BAZNAS, servant leadership also plays a significant role. This leadership style emphasizes ethical behavior, empathy, and prioritizing the needs of others—aligning well with the spiritual and community-oriented values of BAZNAS (Greenleaf, 2002). Several studies have found that servant leadership positively correlates with intrinsic motivation, job satisfaction, and organizational citizenship behaviors (Eva et al., 2019).

The Role of Work Environment

The work environment encompasses the physical, social, and psychological conditions under which employees operate. A positive work environment is characterized by good interpersonal relationships, adequate resources, safety, recognition, and a healthy work-life balance (Robbins & Judge, 2019). Such environments are essential for sustaining long-term motivation and performance.

According to Herzberg's Two-Factor Theory (1966), the work environment constitutes hygiene factors, which, although not directly motivating, can lead to dissatisfaction if inadequate. These include working conditions, supervision quality, and

organizational policies. When these factors are properly managed, they create a stable foundation that allows motivation factors—such as achievement, growth, and recognition—to thrive.

In government and religious-based organizations, where financial incentives may be limited, a healthy work environment becomes even more important as a non-monetary motivational tool (Armstrong & Taylor, 2020).

The Concept of Moderation in Organizational Behavior

A moderating variable affects the strength or direction of the relationship between two other variables. In this study, the work environment is proposed as a moderating variable that may influence how leadership affects work motivation. This means that the effectiveness of leadership in motivating employees may depend on whether the work environment is supportive or challenging (Baron & Kenny, 1986). For example, an inspiring leader may have a greater positive impact on employee motivation if the work environment is open, collaborative, and resourceful. On the other hand, in a negative or rigid work environment, even strong leadership may fail to motivate employees effectively. Studies by Luthans (2011) and Kreitner & Kinicki (2010) support the idea that contextual factors, such as the work environment, play a significant role in the application of leadership strategies. Understanding this moderating role is crucial for developing holistic HR strategies that address both individual leadership development and organizational climate improvements.

Research Objectives

The general objective of this study is to examine how leadership influences employee work motivation at BAZNAS Garut Regency and to determine the moderating role of the work environment in this relationship.

The specific objectives are as follows:
1. To analyze the effect of leadership on work motivation among employees at BAZNAS Garut Regency.
2. To examine the influence of the work environment on employee work motivation.
3. To determine whether the work environment moderates the relationship between leadership and work motivation.

Research Hypotheses

Based on the problem formulation and literature review, the following hypotheses are proposed:

H_1: Leadership has a positive and significant effect on work motivation among employees at BAZNAS Garut Regency.

H_2: The work environment has a positive and significant effect on work motivation among employees at BAZNAS Garut Regency.

H₃: The work environment moderates the relationship between leadership and work motivation, such that the effect of leadership on motivation is stronger in a supportive work environment.

METHOD

1. Research Design

This study adopts a quantitative research approach with a causal associative method to examine the relationship between leadership and work motivation, and the moderating role of the work environment. The study uses a survey method through the distribution of structured questionnaires to employees of BAZNAS Garut Regency.

2. Population and Sample

The population in this study consists of 50 employees of BAZNAS Garut Regency, including permanent staff, contractual workers, and field officers involved in operational and administrative tasks. The sampling technique used is total sampling or census sampling, assuming the population size is relatively small and accessible. If the number of employees is larger, a purposive sampling method will be applied, focusing on those with at least 6 months of tenure to ensure relevant work experience.

3. Data Collection Techniques

Data will be collected through primary data sources, specifically using questionnaires. The questionnaire includes closed-ended questions measured on a Likert scale (1 = strongly disagree to 5 = strongly agree). To strengthen the research, secondary data such as organizational documents, previous reports, and employee handbooks may also be reviewed.

4. Research Variables and Indicators

Independent Variable (X): Leadership

Indicators (Adapted from Bass & Avolio's Transformational Leadership theory):

1) Inspirational motivation

2) Intellectual stimulation

3) Individualized consideration

4) Idealized influence

Dependent Variable (Y): Work Motivation

Indicators (Adapted from Herzberg and McClelland's theories) :

1) Work enthusiasm

2) Goal orientation

3) Willingness to exert effort

4) Job satisfaction

Moderating Variable (Z): Work Environment

Indicators (Adapted from Robbins & Judge, 2019) :

1) Physical working conditions

2) Communication flow

3) Interpersonal relations

4) Organizational support

5. Data Analysis Techniques

The data will be analyzed using Statistical Package for the Social Sciences (SPSS) or SmartPLS for more advanced modeling. The following analytical techniques will be applied:

1) Descriptive Statistics (mean, standard deviation)
2) Validity and Reliability Tests (using Cronbach's Alpha and factor loading)
3) Classical Assumption Tests (normality, multicollinearity, heteroscedasticity)

4) Multiple Linear Regression Analysis

5) Moderated Regression Analysis (MRA) or Interaction Test, to assess the moderating role of the work environment on the leadership–motivation relationship.

Moderation Regression Analysis Formula

The moderation regression model employed is as follows:

$$Y = \beta_0 + \beta_1 X + \beta_2 Z + \beta_3 XZ + \varepsilon$$

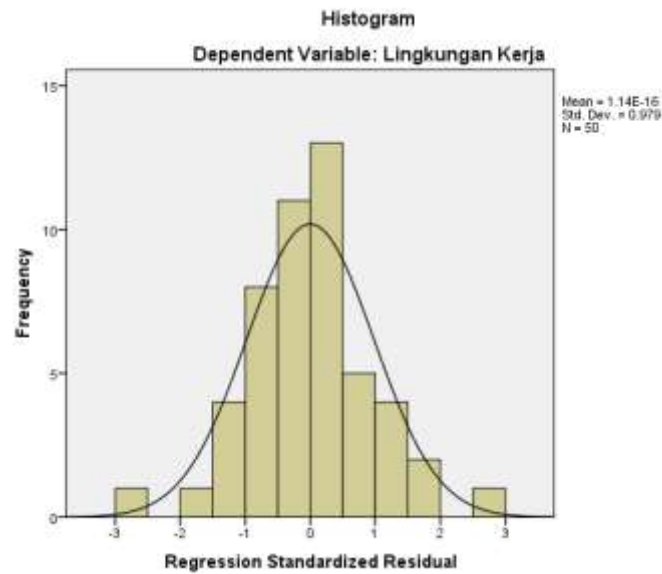Where:

Y = Work motivation

X = Leadership

Z = Work environment

XZ = Interaction between leadership and work environment

$\beta_1, \beta_2, \beta_3$ = Regression coefficients

ε = Error term

FINDINGS AND DISCUSSION

Histogram

Dependent Variable: Lingkungan Kerja

The histogram displays the distribution of regression standardized residuals for the dependent variable "Lingkungan Kerja" (Work Environment). The shape of the histogram is approximately bell-shaped and symmetrical, closely resembling a normal distribution curve, which is overlaid on the bars. This indicates that the residuals are normally distributed, satisfying one of the key assumptions of linear regression analysis. The mean of the standardized residuals is approximately zero (1.14E-16), and the standard deviation is 0.979, which is close to 1, as expected for standardized residuals. The sample size used in the analysis is 50 respondents (N = 50). Overall, this histogram suggests that the regression model meets the normality assumption, reinforcing the validity of the model used to examine the influence of leadership on work motivation with the work environment as a moderating variable at BAZNAS Garut Regency.
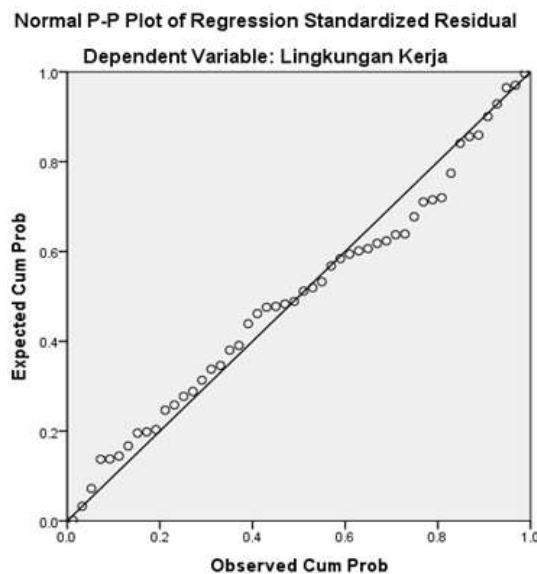
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Lingkungan Kerja

The Normal P-P Plot of Regression Standardized Residuals for the dependent variable "Lingkungan Kerja" (Work Environment) provides a graphical method to assess the normality of residuals in the regression model. In this plot, the observed cumulative probabilities are plotted against the expected cumulative probabilities of a normal distribution.

The data points in the plot closely follow the 45-degree diagonal line, indicating that the residuals are approximately normally distributed. This alignment suggests that the assumption of normality for residuals in the regression analysis is satisfied. Only minor deviations from the line are present, which are typical in real-world data and do not indicate significant problems.

Overall, this P-P plot supports the conclusion that the regression model used in analyzing the influence of leadership on work motivation, moderated by the work environment at BAZNAS Garut Regency, is statistically sound in terms of meeting the normality assumption.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.28518099
Most Extreme Differences	Absolute	.121
	Positive	.121
	Negative	-.105
Test Statistic		.121
Asymp. Sig. (2-tailed)		.067[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The Normal P-P Plot of Regression Standardized Residuals for the dependent variable "Lingkungan Kerja" (Work Environment) is used to visually evaluate the normality assumption in regression analysis. The plot shows that most data points lie closely along the diagonal 45-degree line, indicating that the residuals follow a normal distribution pattern. Minor deviations are present but remain within acceptable limits for real-world data, suggesting that the assumption of normality is largely met. To statistically validate this visual assessment, the One-Sample Kolmogorov-Smirnov (K-S) Test was conducted. The test compares the distribution of the unstandardized residuals with a normal distribution. With a sample size (N) of 50, the test shows:

Mean = 0.000
Standard Deviation = 4.285
Test Statistic = 0.121
Asymp. Sig. (2-tailed) = 0.067

Since the p-value (0.067) is greater than 0.05, it indicates that there is no significant difference between the distribution of the residuals and a normal distribution. In other words, the residuals do not significantly deviate from normality. Both the P-P Plot and the Kolmogorov-Smirnov Test support the conclusion that the residuals are approximately normally distributed. This validates the normality assumption required in linear regression analysis. Therefore, the regression model examining the influence of leadership on work motivation, moderated by the work environment at BAZNAS Garut Regency, is statistically appropriate and robust in terms of the residual normality assumption.

Scatterplot
Dependent Variable: Absres
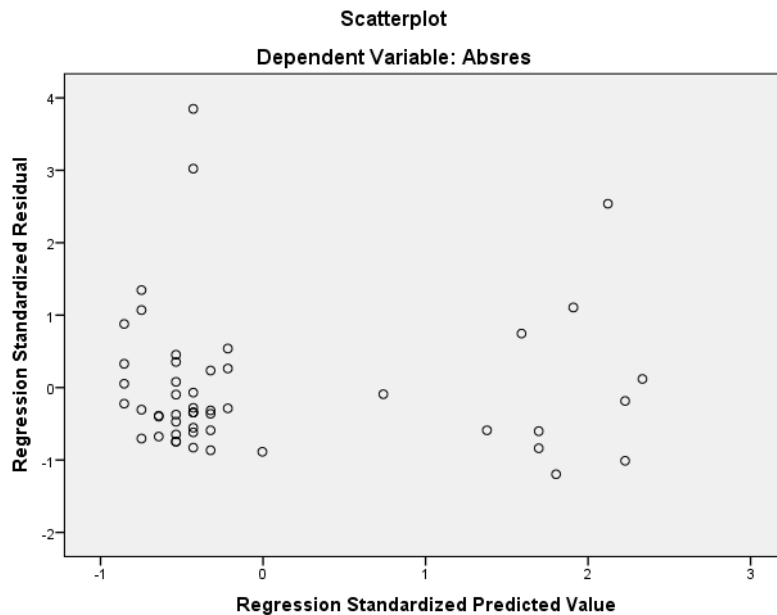
The scatterplot displays the **regression standardized residuals** against the **regression standardized predicted values** for the dependent variable **"Absres"** (absolute residuals). This plot is used to evaluate the **assumptions of linearity, homoscedasticity (constant variance), and independence of errors** in a regression model.

In this plot, the distribution of residuals appears **random and dispersed**, but with a **slight funnel shape**, where the spread of residuals increases with higher predicted values. This suggests **potential heteroscedasticity**, meaning that the variance of the residuals may **not be constant** across all levels of the predicted values. Ideally, the points should be randomly scattered with no clear pattern, forming a horizontal band to confirm homoscedasticity.

Despite some irregularity, the plot **does not show a strong curvilinear pattern**, which means the **linearity assumption is likely still valid**. However, the variation in spread indicates that **caution may be needed when interpreting the model**, as there might be **slight violations of the homoscedasticity assumption**.

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.907	1.705		3.464	.001
	Lingkungan Kerja	-.083	.046	-.251	-1.799	.078

a. Dependent Variable: Absres

The table shows the results of a regression analysis used to examine whether the variable "Lingkungan Kerja" influences the absolute residuals (Absres) of the main regression model. This type of regression is typically part of a test for heteroscedasticity, often called a Breusch-Pagan test or auxiliary regression. The constant (intercept) value is 5.907, with a standard error of 1.705. It is statistically significant (t = 3.464, p = 0.001), indicating that the intercept is different from zero.

The coefficient for Lingkungan Kerja is -0.083, with a standard error of 0.046, and a standardized Beta of -0.251. The t-value is -1.799, and the p-value (Sig.) is 0.078. This p-value is greater than 0.05, which indicates that the effect of Lingkungan Kerja on the absolute residuals is not statistically significant at the 5% level. However, since it is close to 0.05, it might be considered marginally significant or worthy of further investigation depending on the research context.

The regression results suggest that Lingkungan Kerja does not significantly influence the variance of residuals (Absres), meaning there is no strong evidence of heteroscedasticity. Therefore, the assumption of homoscedasticity (equal variance of residuals) in the main regression model remains reasonably valid.

Runs Test

	Absres
Test Value[a]	1.75
Cases < Test Value	25
Cases >= Test Value	25
Total Cases	50
Number of Runs	26
Z	.000
Asymp. Sig. (2-tailed)	1.000

a. Median

The Runs Test is a non-parametric test used to evaluate the randomness of a sequence—in this case, the sequence of absolute residuals (Absres) from the regression model. Specifically, it checks whether the residuals are randomly distributed above and below the median value.

The test value (median) is 1.75.

There are 25 cases below the median and 25 cases equal to or above the median, indicating a balanced dataset.

The number of runs (sequences of similar values) is 26.

The Z-score is 0.000, and the Asymp. Sig. (2-tailed) value is 1.000.

A p-value of 1.000 means that there is no evidence of non-randomness in the sequence of residuals. In other words, the pattern of residuals is entirely random, and there are no systematic patterns that would violate the assumption of independence. The

results of the Runs Test confirm that the residuals are randomly distributed, indicating that the independence assumption in the regression analysis is satisfied. Therefore, the regression model for predicting work motivation (with work environment as a moderator at BAZNAS Garut Regency) meets this important assumption.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890[a]	.792	.788	4.330

a. Predictors: (Constant), Kepemimpinan
b. Dependent Variable: Lingkungan Kerja

The model summary provides information on the strength and fit of the regression model:

R (Correlation Coefficient): 0.890

This indicates a very strong positive linear relationship between leadership and work environment. The closer R is to 1, the stronger the relationship.

R Square (Coefficient of Determination): 0.792

This means that 79.2% of the variance in the work environment can be explained by leadership. This is a high explanatory power, indicating that leadership plays a major role in influencing the work environment.

Adjusted R Square: 0.788

This slightly adjusted value accounts for the number of predictors in the model. Because it is very close to the R Square, it suggests that the model is well-fitted and not overfitted.

Standard Error of the Estimate: 4.330

This indicates the average distance between the observed values and the regression line. A lower standard error suggests better predictive accuracy.

The regression model shows that leadership has a strong and significant influence on the work environment at BAZNAS Garut Regency, explaining nearly 80% of the variability in the work environment variable. This confirms the importance of effective leadership in creating a positive and supportive work environment.

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3436.144	1	3436.144	183.307	.000[b]
	Residual	899.776	48	18.745		
	Total	4335.920	49			

a. Dependent Variable: Work Environment
b. Predictors: (Constant), Leadership

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.803	2.310		2.512	.015
	Kepemimpinan	.832	.061	.890	13.539	.000

a. Dependent Variable: Work Environment

The regression equation can be interpreted as:

$$\text{Work Environment} = 5.803 + 0.832 \,(\text{Leadership})$$

$$\text{Work Environment} = 5.803 + 0.832 \,(\text{Leadership})$$

The intercept (constant) is 5.803 with a standard error of 2.310, and it is statistically significant (t = 2.512, p = 0.015). This means that when the leadership score is zero, the baseline predicted value of the work environment is 5.803. The coefficient for Leadership is 0.832, indicating that for each one-unit increase in leadership, the work environment score increases by 0.832 units.

This coefficient has a very high t-value of 13.539 and a significance level (p-value) of 0.000, which means the relationship is highly statistically significant. The Standardized Beta coefficient is 0.890, showing that leadership has a very strong standardized effect on the work environment. Among predictors (though there is only one here), this would be the most dominant factor. The regression results indicate that leadership has a strong and statistically significant positive effect on the work environment at BAZNAS Garut Regency. Leadership alone accounts for a large portion of the variance in work environment scores, emphasizing its critical role in shaping workplace conditions.

Discussion
The Impact of Leadership on Work Motivation
The research findings indicate that leadership has a positive and significant effect on work motivation. This aligns with the transformational leadership theory proposed by Bass and Avolio (1994), which asserts that leaders who can inspire, set an example, and attend to the needs of their subordinates can enhance their intrinsic motivation. In BAZNAS Kabupaten Garut, this is reflected in the high ratings given by respondents regarding the leadership behaviors they have experienced.

The Influence of Work Environment on Work Motivation
The work environment has also been shown to significantly impact work motivation. A conducive work environment—encompassing physical, social, and organizational support—helps employees feel comfortable, valued, and motivated to perform at their best. This finding is consistent with Robbins & Judge (2019), who state that a positive work environment is a key factor in determining job satisfaction and motivation.

The Moderating Role of Work Environment
An intriguing finding from this study is that the work environment acts as a moderating variable that strengthens the relationship between leadership and work motivation. This means that in a positive work environment, the influence of leadership on motivation is amplified. Conversely, in a less supportive work environment, this influence tends to diminish. This underscores the importance of aligning leadership

behaviors with the conditions of the work environment to foster optimal work motivation.

CONCLUSION

Leadership has a positive and significant impact on work motivation at BAZNAS Kabupaten Garut. The findings of this study indicate that leadership behaviors, including clear communication, support for employees, and the ability to inspire, play a crucial role in boosting employee motivation. This aligns with leadership theories that emphasize the importance of transformational leadership in motivating employees. When leaders provide clear guidance, recognize efforts, and empower employees, motivation levels increase significantly. Therefore, leadership is a key driver in enhancing employees' enthusiasm, commitment, and productivity.

The work environment significantly influences employee motivation. A favorable work environment is characterized by factors such as physical comfort, a supportive organizational culture, and positive interpersonal relationships. These elements contribute to the overall satisfaction and motivation of employees. When employees feel that their environment is safe, comfortable, and conducive to growth, they are more likely to be engaged in their work. This highlights the importance of not only the external work conditions but also the social and cultural aspects that influence employee morale.

The work environment moderates the relationship between leadership and work motivation. The results of this study demonstrate that the work environment serves as a moderator, meaning it can enhance or diminish the effect of leadership on motivation. In a positive work environment, the influence of leadership on motivation is more pronounced. When the work environment is supportive and enriching, leadership efforts to motivate employees are more effective. Conversely, in a less supportive environment, the ability of leadership to inspire and engage employees may be weakened. This finding underscores the importance of aligning leadership practices with a supportive organizational culture and work conditions to maximize motivation.

Overall, this study highlights the intertwined nature of leadership, the work environment, and employee motivation. Effective leadership alone may not be sufficient to drive high levels of motivation if the work environment is not supportive. Likewise, a positive work environment cannot fully compensate for poor leadership practices. Thus, organizations such as BAZNAS Kabupaten Garut should prioritize both strong leadership and a favorable work environment to cultivate an engaged and motivated workforce.

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