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## The Influence of Leadership Support and Work Environment on Employee Work Morale, Which Implications for the Quality of Public Services at the Population and Civil Registration Service of West Tanjung Jabung Regency

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**Abstract:** This study aims to describe leadership support, work environment, work morale, and the quality of public services at the Population and Civil Registration Office of West Tanjung Jabung Regency. It also analyzes the influence of leadership support and the work environment on the quality of public services, both directly and indirectly through work morale. The study uses a quantitative approach with a survey method. The study population was 12,264 people served by the Population and Civil Registration Office of West Tanjung Jabung Regency, with a sample of 100 respondents determined using the Slovin formula. Data were collected through questionnaires and documentation, then analyzed using Structural Equation Modeling with Partial Least Square (SEM-PLS). The results showed that leadership support and the work environment had a positive and significant effect on employee work morale. Work morale was proven to play an important role as a mediating variable that strengthens the influence of leadership support and the work environment on the quality of public services. These findings confirm that the optimization of public services is not only determined by the procedural system, but also by managerial support and a conducive work environment. This research is expected to provide a practical contribution to the Population and Civil Registration Office of West Tanjung Jabung Regency in improving the quality of services, while enriching academic studies on the relationship between leadership, work environment, work enthusiasm, and the quality of public services.

**Keyword:** Leadership Support, Work Environment, Work Morale, Quality of Public Services.

### INTRODUCTION

Public service is a crucial instrument in realizing good governance, as it directly relates to the fulfillment of basic community rights. The Population and Civil Registration Office (Disdukcapil) of West Tanjung Jabung Regency is at the forefront of providing population administration services such as electronic ID cards (KTP), family cards (Kartu Keluarga), birth certificates, and other population documents. As public demand for fast, transparent, and fair

services increases, public institutions are required to transform into professional, responsive organizations capable of delivering public satisfaction (Osborne & Gaebler, 2017).

However, the dynamic number of employees and the high volume of services at the Population and Civil Registration Office (Disdukcapil) pose unique challenges. Data from the last five years shows fluctuations in employee numbers, while the number of people served continues to increase (Disdukcapil West Tanjung Jabung Regency, 2025). This imbalance has the potential to cause work pressure and decrease employee morale. As Dwiyanto (2006) emphasized, the success of public services is determined not only by the number of services provided, but also by the organization's effectiveness in managing resources and managerial support.

In such circumstances, the role of leadership support becomes crucial. This support extends beyond administrative direction to motivation, attention, and recognition for employee performance. Robbins and Judge (2017) emphasize that leadership support can increase employee commitment and job satisfaction, ultimately impacting service quality. Unfortunately, at the Civil Registration and Population Office (Disdukcapil), only four employees received promotions during the 2020–2024 period. This lack of career recognition risks reducing employee motivation and loyalty, ultimately impacting the quality of public services (Chia & Sharon, 2013).

Besides leadership support, the work environment is also a crucial factor. A conducive work environment will encourage comfort, increase productivity, and maintain employee morale (Sedarmayanti, 2019). However, the infrastructure at the Civil Registration and Population Office (Disdukcapil) remains suboptimal, with examples including limited waiting rooms, inadequate prayer room facilities, and minimal standards at the service counter. Robbins and Judge (2017) emphasized that a poor work environment can lead to stress, burnout, and decreased employee morale, which impacts the quality of public services.

This phenomenon underscores the urgency of this research. Although the Public Satisfaction Index (IKM) of the Tanjung Jabung Barat Regency Population and Civil Registration Office (Disdukcapil) for the 2020–2024 period was in the "Very Good" category, some indicators remained stagnant or even declined, particularly in terms of infrastructure and employee competency (Disdukcapil Kabupaten Tanjung Jabung Barat, 2025). This indicates internal organizational issues that require further investigation. Consistent with Herzberg's (2003) theory, leadership support and working conditions are key factors in creating job satisfaction and motivation.

Thus, this research is relevant to analyze the influence of leadership support and the work environment on employee morale, as well as its implications for the quality of public services at the Population and Civil Registration Office (Disdukcapil) of West Tanjung Jabung Regency. The research findings are expected to provide practical contributions in the form of policy recommendations for improving human resource management and public services, while also enriching academic studies on the relationship between leadership, the work environment, morale, and the quality of public services in the government sector.

## **METHOD**

This research was conducted at the Population and Civil Registration Office of West Tanjung Jabung Regency with the aim of analyzing the influence of leadership support and the work environment on employee morale and its implications for the quality of public services. The approach used was a quantitative approach with a survey method, because this study seeks to explain the causal relationship between variables through statistical analysis. The population in this study was the community served by the Population and Civil Registration Office, totaling 12,264 people, with a sample of 100 respondents determined using the Slovin formula with a margin of error of 10% (Umar, 2016).

The research data consists of primary and secondary data. Primary data was obtained directly through questionnaires distributed to respondents, containing statements regarding leadership support, the work environment, work morale, and the quality of public services using a Likert scale. Meanwhile, secondary data was obtained from documents, agency reports, literature, and other sources relevant to the research topic. Data collection techniques were carried out through questionnaires and documentation studies, so that researchers obtained comprehensive information from both respondent perceptions and institutional data.

The data analysis method used was Structural Equation Modeling with Partial Least Squares (SEM-PLS). This analysis was chosen because it is capable of testing complex research models with a large number of indicators, even using a relatively small sample (Hair et al., 2014). The analysis stages include descriptive analysis to describe the conditions of the research variables, data quality testing (validity and reliability), and testing the measurement model (outer model) and structural model (inner model). Evaluation of the measurement model was conducted to test the construct validity and reliability of the instrument, while evaluation of the structural model was used to test the research hypothesis by examining the path coefficient, R-square, and the significance of the relationship between variables.

## RESULTS AND DISCUSSION

### Respondent Characteristics

Table 1 below presents the distribution of respondents based on these demographic characteristics. This data not only helps identify the dominant target groups for services but also serves as a basis for tailoring innovation and service quality improvement strategies to the needs and capacities of respondents. By understanding this profile, it is hoped that the research findings can provide more targeted recommendations in the context of leadership, organizational culture, and service innovation in the public sector.

**Table 1. Respondent Characteristics**

Characteristics	Information	Frequency (Person)	Rasio (%)
<b>Gender</b>	Man	65	65
	Woman	35	35
	<b>Amount</b>	<b>100</b>	<b>100</b>
<b>Age Group (Years)</b>	< 25	4	4
	25 – 35	52	52
	36 – 45	33	33
	46 – 55	8	8
	> 55	3	3
	<b>Amount</b>	<b>100</b>	<b>100</b>
<b>Education</b>	High School	25	25
	Diploma	5	5
	Bachelor's Degree	64	64
	Master's Degree	6	6
	<b>Amount</b>	<b>100</b>	<b>100</b>
<b>Working Period Group</b>	Civil Servants	31	31
	TNI/Polri	14	14
	Private Sector Employees	14	14
	Self-Employed	25	25
	Farmers/Fishermen	16	16
	<b>Amount</b>	<b>100</b>	<b>100</b>

Source: Primary Data Processing (2025)

### Description of Research Variables

The descriptive statistical analysis in this study aims to describe in detail the characteristics of each observed variable based on respondents' answers to a Likert-scale

questionnaire. This study covers four main variables: leadership support, work environment, and public service quality at the Population and Civil Registration Agency (Disdukcapil) of West Tanjung Jabung Regency. Through this analysis, the tendency of respondents' perceptions of each measured indicator can be identified, ranging from the lowest to the highest score, as well as the assessment categories. The results of this descriptive analysis serve as a basis for understanding actual conditions in the field before testing the relationships between variables, thus providing an initial overview of aspects that have been running well and those that still require improvement.

**Table 2. Description of Research Variables**

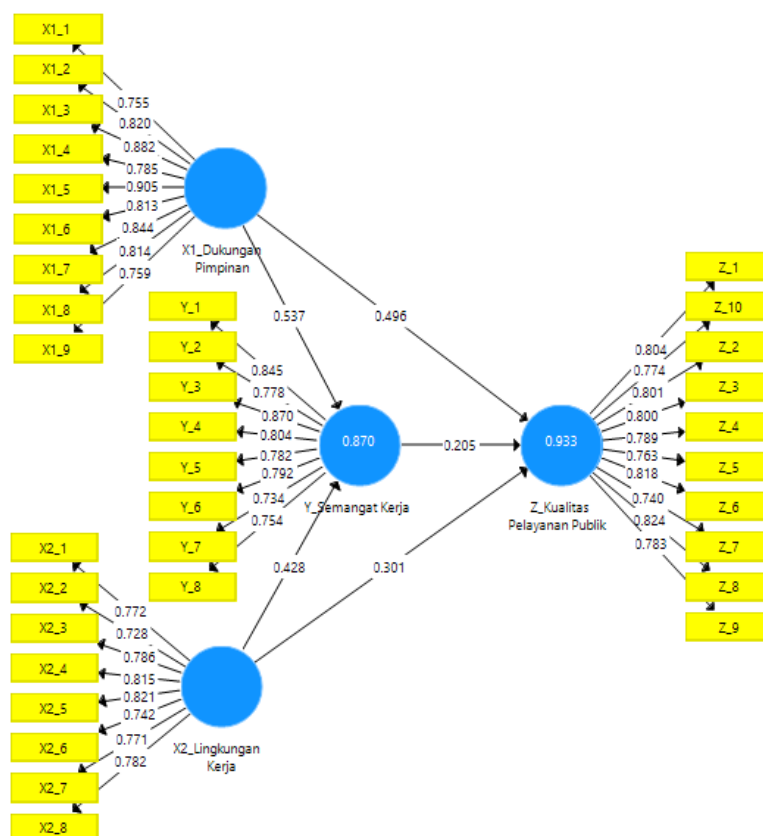
No	Variable	Item	Score	Range	Information
1	Leadership Support	9	3.334	3.060 – 3.779	Good
2	Work environment	8	2.948	2,720 – 3,359	Good
3	Work Morale	8	2.936	2.720 – 3.359	Tall
4	Quality of Public Services	10	276	3,400 – 4,199	Good

Source: Questionnaire Processing Results (2025)

**Verification/Quantitative Analysis**

**a. Measurement Model Analysis (Outer Model)**

The outer model assessment in PLS-SEM analysis using SmartPLS 3.0 covers three main aspects: convergent validity, discriminant validity, and composite reliability. The test results show the following findings:



**Figure 1. Outer Model**

Based on the outer loading results displayed in Figure 1 above, it can be concluded that all indicators in each research variable, namely Leadership Support (X1), Work Environment (X2), Work Morale (Y), and Public Service Quality (Z), have loading values above 0.70. This

indicates that each indicator has excellent convergent validity and is suitable for use to represent its construct. Where the lowest outer loading value was recorded in indicator X2\_2 at 0.728, while the highest value was obtained in indicator X1\_5 with a score of 0.905. Thus, the research can be continued to the next stage of analysis.

Furthermore, the construct reliability analysis results indicate that all research variables have a very high level of reliability. The Cronbach's Alpha values for each variable ranged from 0.907 to 0.939, while the Composite Reliability ranged from 0.924 to 0.949. These figures far exceed the recommended cut-off values (0.7 for Cronbach's Alpha and 0.7 for Composite Reliability), indicating very strong internal consistency of the indicators used to measure each construct.

**b. Structural Model Analysis (Inner Model)**

After all constructs in this study successfully met the requirements of convergent validity, discriminant validity, and composite reliability, the analysis stage continued by evaluating the structural model. This evaluation process includes two main aspects: (1) testing the coefficient of determination (R-Square) to measure the predictive power of the model, and (2) effect size analysis (F-Square) to assess the contribution of each predictor variable to the dependent variable.

**1) R-Square value (Coefficient of determination)**

The coefficient of determination ( $R^2$ ) serves as an indicator that measures the proportion of endogenous construct variance that can be explained by exogenous constructs in the model. In evaluating structural models, the  $R^2$  value reflects the overall predictive power of the model. Based on the criteria of Hair et al. (2014), there are three categories of interpretation of the  $R^2$  value: 1) A value of 0.75 indicates high predictive power; 2) A value of 0.50 indicates moderate predictive power; and 3) A value of 0.25 represents relatively weak predictive power. The results of the calculation of the coefficient of determination for this research model are presented in the following table:

**Table 3. R Square Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Y_ Work Morale</b>	0,870	0,867
<b>Z_ Quality of Public Services</b>	0,933	0,930

Source: SmartPLS 3 output (2025).

The results of the R-Square analysis in Table 3 show a very high predictive power of the research model. The R-Square value for the Work Morale variable (Y) is 0.870 (Adjusted R-Square 0.867) indicating that 87% of the variation in Work Morale can be explained by the predictor variables in the model, in this case Leadership Support (X1) and Work Environment (X2). Meanwhile, the R-Square value for Public Service Quality (Z) reaches 0.933 (Adjusted R-Square 0.930), which means that 93.3% of the variation in Public Service Quality can be explained by the variables that influence it in this model.

**2) F-Square Value ( $f^2$  Effect Size)**

The F-square test is conducted to assess the significance of the contribution of an exogenous construct to the change in the R-square value if the construct is removed from the model. The interpretation criteria for effect size based on Hair et al. (2017) are as follows: 1) A value of 0.02 indicates a small effect; 2) A value of 0.15 indicates a moderate effect; 3) A value of 0.35 represents a large effect; and 4) A value below 0.02 proves that the variable does not have a significant effect. The results of the F-square calculation for this research model are presented in the following table:

**Table 4. F-Square Results**

	Y_Work Morale	Z_Quality of Public Services
X1_Leadership Support	0,561	0,590
X2_Work Environment	0,356	0,251
Y_Work Morale		0,081

Source: SmartPLS 3 output (2025).

Table 4 presents the effect size (F-Square) values that measure the magnitude of the influence of each independent variable on the dependent variable in the research model. The results of the analysis show that Leadership Support (X1) has a strong influence on Work Morale (Y) with an F-Square value of 0.561 and on Public Service Quality (Z) of 0.590. These values are classified as large effects according to Cohen's (1988) criteria, which indicates that Leadership Support is a dominant factor in improving both Work Morale and Public Service Quality.

The Work Environment (X2) also has a significant influence, although lower than Leadership Support, with an F-Square value of 0.356 for Work Morale (Y) and 0.251 for Public Service Quality (Z). This influence is included in the medium effect category, indicating that improving the Work Environment remains relevant to boosting employee performance, although not as strong as the role of Leadership Support.

Meanwhile, the influence of Work Morale (Y) on Public Service Quality (Z) has an F-Square value of 0.081, which is classified as a small effect. This indicates that although Work Morale contributes to Public Service Quality, its impact is relatively small compared to other factors such as Leadership Support and the Work Environment.

**3) Results of Model Testing Analysis (Path Coefficient)**

The purpose of structural model (hypothesis) testing analysis is to determine the relationships between constructs. The results of the structural model testing were obtained through bootstrapping after removing invalid items from the model. The results of the structural model testing are presented in Table 5 below.

**Table 5. Path Coefficients**

	Path Coefficient
X1_Leadership Support -> Y_Work Morale	0,537
X2_Work Environment -> Y_Work Morale	0,428
X1_Leadership Support -> Z_Public Service Quality	0,496
X2_Work Environment -> Z_Public Service Quality	0,301
Y_Work Morale -> Z_Public Service Quality	0,205
X1_Leadership Support -> Y_Work Morale -> Z_Public Service Quality	0,110
X2_Work Environment -> Y_Work Morale -> Z_Public Service Quality	0,088

Source: Data Processing with PLS, 2025

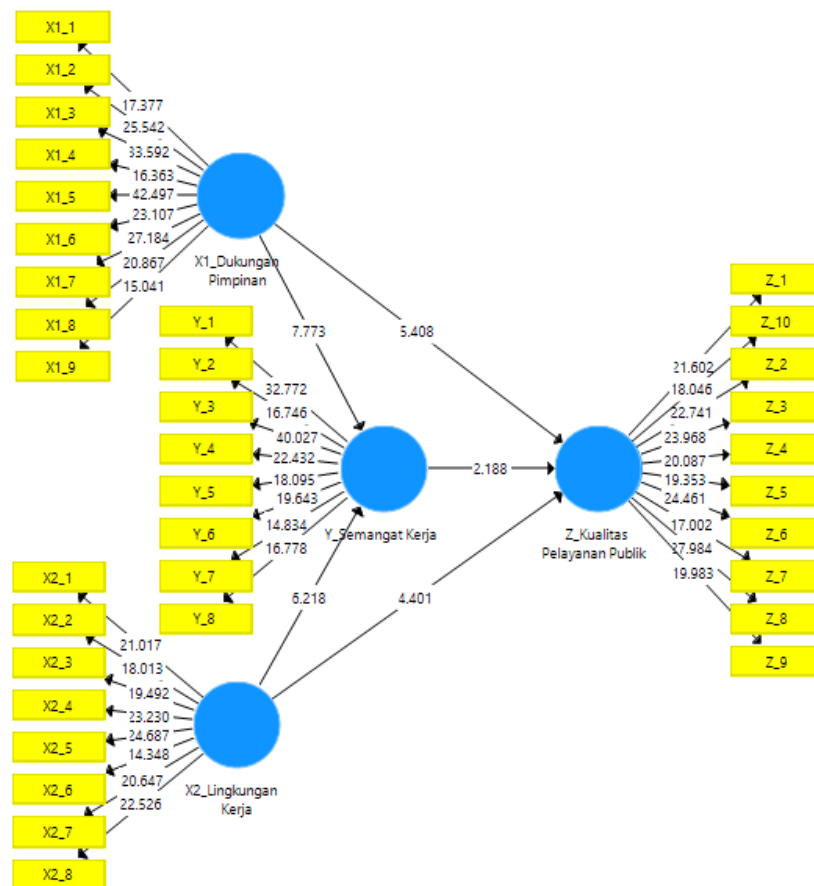
Based on the results of the patch coefficient analysis in Table 5 above, the following conclusions can be drawn:

- a) Leadership support on work morale has a path coefficient of 0.537, indicating that leadership support directly boosts work morale. Every 1-unit increase in leadership support increases work morale by 0.537.
- b) The influence of the work environment on work morale shows a path coefficient of 0.428. This effect is weaker than X1, indicating that the work environment is less dominant in increasing work morale.

- c) The influence of leadership support on public service quality shows a path coefficient of 0.496. This positive effect means that each time leadership provides support, service quality can increase by 0.496.
- d) The work environment on public service quality shows a path coefficient of 0.301. This value is lower than its influence on work morale. These results confirm that the work environment has a greater influence on work morale than on service quality.
- e) The influence of work morale on public service quality has a path coefficient of 0.205. Shows a positive and significant effect, indicating that work enthusiasm contributes to improving service quality, although not as significantly as leadership support and the work environment.
- f) Leadership support through work enthusiasm on public service quality has a Path Coefficient of 0.110. This value indicates that work enthusiasm partially mediates the effect of leadership support on service quality, but with a small effect.
- g) The work environment through work enthusiasm on public service quality has a Path Coefficient of 0.088. This mediation effect is similar to X1, but slightly weaker. Work enthusiasm acts as a mediator, strengthening the relationship between organizational culture and service quality.

**c. Hypothesis Testing**

Hypothesis testing is a statistical process used to determine whether sample data provide sufficient evidence to reject an initial hypothesis about a population. The goal is to make a decision about the truth of a statement or claim based on the collected data. The results of this study include testing the direct and indirect effects of the hypothesis.



**Figure 2. Bootstrapping output on SmartPLS 3.0**

Apart from being seen in the image above, the results of hypothesis testing using the bootstrapping method can also be seen in the following table.

**Table 6. Hypothesis Testing of Direct and Indirect Effects**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
X1_Leadership Support -> Y_Work Morale	0,537	0,527	0,069	7,773	<b>0,000</b>
X2_Work Environment -> Y_Work Morale	0,428	0,440	0,069	6,218	<b>0,000</b>
X1_Leadership Support -> Z_Public Service Quality	0,496	0,492	0,092	5,408	<b>0,000</b>
X2_Work Environment -> Z_Public Service Quality	0,301	0,307	0,068	4,401	<b>0,000</b>
Y_Work Morale -> Z_Public Service Quality	0,205	0,203	0,094	2,188	<b>0,029</b>
X1_Leadership Support -> Y_Work Morale -> Z_Public Service Quality	0,110	0,107	0,052	2,122	<b>0,035</b>
X2_Work Environment -> Y_Work Morale -> Z_Public Service Quality	0,088	0,089	0,044	2,017	<b>0,045</b>

Source: Data Processing with PLS, 2025

In theory, the hypothesis of the influence of exogenous variables on endogenous variables is carried out by comparing the results of the p value of the path coefficient with a significance level of  $\alpha = 0.05$ . The test can be said to be very significant if the p value is smaller or equal to 0.05 ( $p \text{ value} \leq 0.05$ ) or using the t table value of 1.96 with the criteria for rejecting and accepting the hypothesis, namely if the t-statistic  $>$  t count then the hypothesis is rejected, and if the t-statistic  $<$  t count then the hypothesis is accepted (Hair et.al., 2017).

Based on the results of the bootstrapping hypothesis testing, as shown in Table 6 above, all exogenous variables exhibited a T-statistic  $>$  1.96 and a P-value  $<$  5% (0.05). These results indicate that all hypotheses are accepted. This means that leadership support and the work environment significantly influence the quality of public services, both directly and indirectly through work morale.

## CONCLUSION

This study concludes that leadership support and the work environment have a positive and significant effect on the work enthusiasm of employees at the Population and Civil Registration Office of West Tanjung Jabung Regency. Leadership support in the form of direction, motivation, and appreciation has been shown to increase employee work enthusiasm, although there are still weaknesses in terms of career development, such as minimal job promotions. A conducive work environment is also an important factor, because comfortable facilities and good social relationships can maintain productivity and reduce employee burnout levels. Furthermore, work enthusiasm has been shown to be a mediating variable that strengthens the relationship between leadership support and the work environment on the quality of public services. This indicates that the quality of public services is not only determined by procedural systems, but also by internal organizational factors, particularly leadership and the work environment.

Based on the research results, several recommendations can be put forward. First, the leadership of the Population and Civil Registration Office of West Tanjung Jabung Regency needs to increase support for employees by providing fair promotions, training opportunities, and appropriate rewards to maintain work motivation. Second, improving the work environment requires serious attention, particularly regarding the provision of more adequate public service facilities and infrastructure, such as waiting rooms, prayer rooms, and service

counters that meet standards. Third, ongoing training is needed for employees to maintain discipline and work enthusiasm in accordance with service SOPs. Finally, the local government is expected to support policies that support improving the quality of public services, both in terms of budget and personnel development.

This study has several limitations. First, the sample size (100 respondents) was relatively small compared to the population served by the Population and Civil Registration Office, so the results may not fully represent the overall situation. Second, this study focused only on variables such as leadership support, work environment, work morale, and public service quality, while other factors such as organizational culture, incentive systems, and individual employee competencies were not analyzed further. Third, the research data were primarily obtained through questionnaires, potentially influenced by respondent subjectivity. Therefore, further research is recommended to expand the sample size, add other relevant variables, and use mixed methods to achieve more comprehensive results.

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