
**THE ROLE OF LEADERSHIP, WORK ENVIRONMENT, AND
EMOTIONAL INTELLIGENCE ON WORK PRODUCTIVITY IN
MANUFACTURING COMPANIES**



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Abstract

The era of rapid transformation has increased business competition, making high work productivity critical to organizational success. However, Indonesia has experienced a decline in productivity due to factors such as delays in technological advances and an inflexible labor market. This study aims to examine the role of leadership, work environment, and emotional intelligence on work productivity at PT Siradj Badawi Cukup Rupiah (SBCR), a sauce industry and consumer goods distribution company in Cirebon. A quantitative approach was used with a survey method, where data were collected through questionnaires from 100 production employees. Data were analyzed using SPSS 25 with multiple linear regression. The results showed that leadership, work environment, and emotional intelligence each had a positive and significant effect on work productivity. In addition, these three factors jointly influence work productivity, confirming the importance of strong leadership, a conducive work environment, and employees' emotional intelligence in improving efficiency and achieving company goals. These findings provide valuable insights for companies seeking to optimize workforce performance and organizational success.

Keywords: Leadership, Work Environment, Emotional Intelligence, Work Productivity

INTRODUCTION

The entry of this very fast transformational era, it can be seen that business competition is getting tougher. The success of the organization to survive and be able to compete cannot be separated due to the achievement of optimal organizational goals and high levels of work productivity. According to research conducted by Erber et al. (2017) Productivity has decreased globally due to two factors, namely the delay in the pace of technological progress and the lack of global effective demand which indirectly companies must face this challenge to reform the entire production and innovation system. For companies that want to grow and develop, they always try to increase work productivity as an organizational system (Trisnawaty & Parwoto, 2020). A high level of productivity can increase the maximum operational target, while a low level of productivity can cause setbacks for the company so that it runs less optimally.

Indonesia is one of the countries experiencing a decline in labor productivity. Apart from the delay in the pace of technological progress and the lack of effective demand, according to research conducted by Hanri et al. (2024) Indonesia experienced a decline in productivity, among others, due to an inflexible labor market due to a lack of ability to adjust to changing market conditions and company needs, which has implications for the maximum output target.

One of the companies in Indonesia located in Cirebon which is engaged in the chili sauce industry and the distribution of customer goods products which is the object of this research has a problem, namely, not achieving work productivity so that there is a decrease in production target results with details in the following table.

Table 1.
Production Quantity Data

Year	Number of Production Units
2022	3.686.952
2023	2.142.489
2024	1.948.317

Source: PT Siradj Badawi Cukup Rupiah (SBCR)

Accordingly, in order to accomplish business objectives, issues that can impact work productivity must be taken into account.

One of the factors is the role of leadership, Leadership is a very large tool or weapon of the organization to achieve the necessary goals and objectives (Veliu et al., 2017). Leadership is a way for leaders to influence employees to work better and increase productivity including, combining with the maximum and utilizing all facilities and infrastructure, creating work systems, and making the right decisions, so that it has implications for optimal work results.

In addition, It is crucial to pay attention to the work environment because every employee faces the conditions and atmosphere of the work environment every day and will affect their work every day (Ayunasrah & Diana, 2022). A conducive work environment will affect employee productivity, while conversely a work environment that is not conducive will interfere with comfort and concentration at work. According to Astuti & Dewi (2019) The work environment is a setting or location where employees may do their duties in a comfortable and secure manner in order to help a business succeed. Therefore, company

leaders need to pay attention to the work environment of their employees in order to achieve and increase employee productivity (Panjaitan, 2017).

In addition, emotional intelligence has an important role in work productivity. According to Siregar (2021) The ability to keep an eye on, regulate, and use one's own emotions as well as those of others to inform one's thoughts and behavior is known as emotional intelligence. High emotional intelligence can be an impetus for someone to take action. Emotional intelligence itself is a way for employees to control emotions in themselves and others (Rivai & Masdupi, 2019). With good emotional intelligence, there will be good communication between leaders and subordinates so as to create harmonious relationships and good work results.

Based on this description, this research is interested in PT Siradj Badawi Cukup Rupiah (SBCR) Cirebon, which is one of the soy sauce and chili sauce industry companies that has diverse employees and the discovery of phenomena in the company to study more deeply. This study aims to understand the role of leadership, work environment, and emotional intelligence on work productivity.

REVIEW OF LITERATURE

Leadership

According to Abdulridha Jabbar & Hussein (2017) Leadership is a set of actions that inspire individuals to create organizational objectives and then inspire them to work together to accomplish those objectives. In addition, according to Dacholfany & Nasikah (2022) Leadership can be defined as the ability to influence others to carry out their duties and responsibilities in order to achieve organizational goals. This is in line with the opinion of Jia et al. (2017) that Leadership is an important tool in management, leaders work through people to produce the best results for the organization with minimal resources and input.

From some of these definitions it can be concluded that Leadership is a vital tool for managing organizations, motivating subordinates, and role models who are able to bring organizational or company productivity and get the best results.

Leadership dimensions according to Afandi (2021) are grouped into two, namely: Characteristic leadership and effective leadership. Indicators of characteristic leadership are: spiritual, social, and physical maturity, showing examples, being able to solve problems creatively, having honesty, having communication skills. Meanwhile, effective leadership, namely having strong motivation to lead, responsibility, discipline, having many relationships, making quick decisions.

Work Environment

According to Hanaysha (2016) Work environment refers to the atmosphere of the organization where employees do their work. In addition. According to Afandi (2018) Temperature, humidity, ventilation, lighting, noise levels, cleanliness of the workspace, and the availability of sufficient work equipment are all aspects of the work environment that can have an impact on employees' ability to perform their jobs. In line with the opinion of Warista et al. (2022) the work environment is the condition of the workspace in terms of cleanliness, comfort, and also work relationships in the workplace because, a quality workplace has an effect on keeping workers focused on their various tasks and working effectively (Kafui Agbozo, 2017).

It is clear from the foregoing statement that the work environment is something that the employees relate to and find comfortable. A productive workplace is significantly aided

by a cheerful atmosphere. Employees may remain focused, approach their task with positivity, and perform better in a high-quality work environment.

According to Widyaningrum (2019) the physical and non-physical work environments are the two categories into which the dimensions of the workplace are divided. Adequate facilities, lighting or light in the workplace, temperature or temperature in the workplace, air humidity in the workplace, air circulation, and noise level are all components of the physical work environment. In contrast, interactions with supervisors, coworkers, and subordinates are all part of the non-physical work environment.

Emotional Intelligence

Novianti & Ayuni (2024) define emotional intelligence as the capacity of an individual to comprehend, evaluate, and accurately depict emotions. The literature broadly defines emotional intelligence as a set of abilities, skills, and traits that guide how emotions are understood, regulated, managed, and processed behaviorally (Martin et al., 2024). As such, emotional intelligence can take several steps to achieve a common goal, which in turn contributes to increased employee work engagement (Gao et al., 2024).

It can be inferred from the author's multiple definitions that emotional intelligence is recognizing and managing one's own feelings as well as comprehending those of others, to create harmonious working relationships and increase work productivity and optimal work results.

According to Tran & Pham (2024) there are 4 dimensions of emotional intelligence, namely: Recognizing Emotions (REC), Using Emotion (USE), Understanding Emotion (UND), and Managing Emotion (MAN). Recognizing emotions involves recognizing one's own emotional state to facilitate the processes of analysis, thinking, judgment, and control, as emotions are used to lead to understanding and problem-solving. Using Emotion includes using emotions for the process of thinking, considering, judging, and making decisions. Understanding emotion involves understanding other people's feelings and accepting their perspectives, as well as appreciating differences in other people's feelings. Finally, Managing Emotion involves regulating one's own and others' emotions to encourage and help achieve specific work goals.

Work Productivity

Productivity is a word that means "produktif" which means a structured process of activities to achieve goals effectively and maximally. According to Palvalin (2024) productivity is about work efficiency, work quality, results, and goal achievement. Furthermore, according to Cascio (2016) states that the ratio of input to output that yields the best results is the common understanding of productivity. Villotti et al. (2018) argue to measure job productivity using the Endicott job Productivity Scale, which includes performance capability, work quality, time use (including attendance), and personal quality. (Emotional, mental, and social skills). Thus, work productivity is the efficient use of resources (labor, capital, land, materials, information) in producing various goods and services (Agung Wibawa et al., 2020).

Based on the description above, work productivity is a concept that includes efficiency, work quality, and optimal goal achievement. Work productivity can be measured through the ratio between input and output as well as various factors such as time use, work quality, performance capacity, and personal aspects. In addition, work productivity depends on the efficient utilization of resources to produce maximum goods and services.

According to Sutrisno (2020) there are 6 dimensions of work productivity, namely: Ability, Improving results achieved, Morale, Self-development, Quality, Efficiency. Ability includes employees having the ability to carry out tasks and professionalism in working to complete the tasks assigned to them. Improving the results achieved, including the results achieved can be felt both by those who do and those who enjoy the results of the work and try to improve the results achieved. Work spirit includes striving to be better than yesterday and work ethic as well as the results achieved in one day then compared to the results of the previous day as well as having a high commitment to work and discipline in using time. Self-development includes constantly developing oneself to improve work abilities and being able to complete operational targets. Quality includes work results that can show the quality of an employee's work. Finally, efficiency includes skills at work and organized planning and scheduling of work.

RESEARCH METHOD

This study employs a quantitative approach, processed with SPSS 25 software, to ascertain the relationship between the dependent variable, work productivity, and the independent variables, leadership roles, work environment, and emotional intelligence. The object of research used is permanent production employees who work at PT Siradj Badawi Cukup Rupiah (SBCR) Cirebon, with a total of 100 employees. Sampling using saturated sampling or total sampling method. Participants were given questionnaires with their identities and responses to questions about the research variables in order to collect data through a primary survey. Google Forms was used to distribute the survey. After that, SPSS software version 25 was used to handle the gathered data so that multiple linear approaches could be used for further analysis.

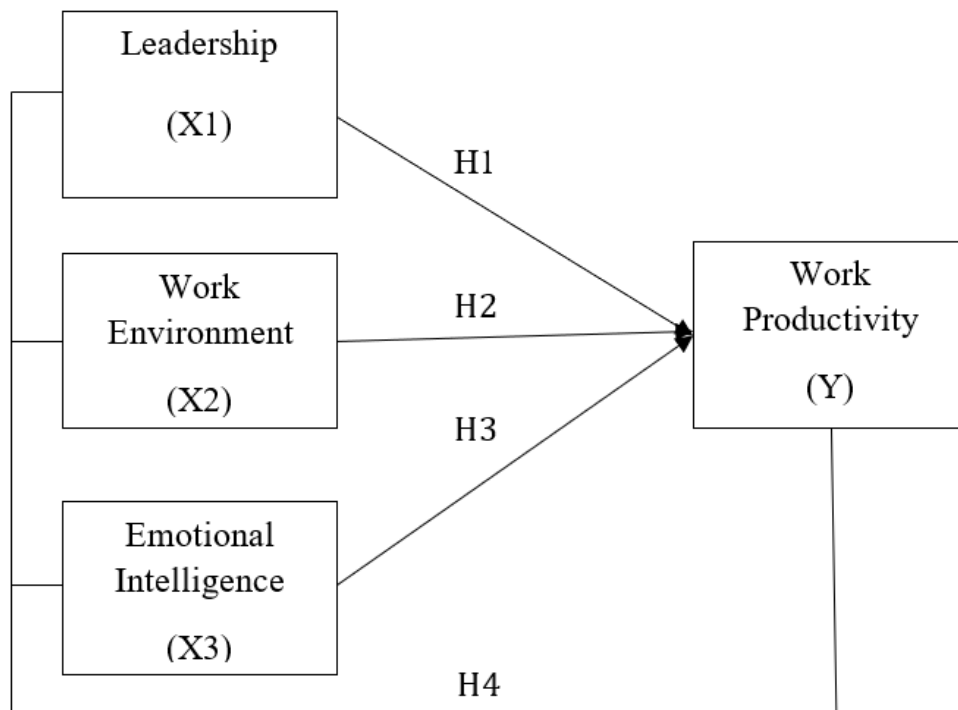


Figure 1.
Research Framework

RESULTS AND DISCUSSION

Validity Test

Table 2.
Validity Test Results

Leadership		Work Environment		Emotional Intelligence		Work Productivity	
R cout	R table	R cout	R table	R cout	R table	R cout	R table
0,662	0,1966	0,735	0,1966	0,687	0,1966	0,777	0,1966
0,824	0,1966	0,742	0,1966	0,746	0,1966	0,798	0,1966
0,779	0,1966	0,666	0,1966	0,734	0,1966	0,775	0,1966
0,728	0,1966	0,811	0,1966	0,548	0,1966	0,766	0,1966
0,788	0,1966	0,764	0,1966	0,764	0,1966	0,829	0,1966
0,848	0,1966	0,584	0,1966	0,625	0,1966	0,766	0,1966
0,834	0,1966	0,759	0,1966	0,606	0,1966	0,769	0,1966
0,845	0,1966	0,669	0,1966	0,612	0,1966	0,836	0,1966
0,758	0,1966	0,657	0,1966			0,801	0,1966
0,624	0,1966					0,818	0,1966
						0,755	0,1966
						0,771	0,1966
						0,866	0,1966

Source: Data results using SPSS 25

All indicators of statements or questions on the variables in this study have a value of $r_{count} > r_{table}$ with a value of $Df = 100 - 2 = 98$, Pearson correlation 0.05, so that it can be obtained R_{table} 0.1966, and it is deemed valid, according to the data testing results shown in the above table. Therefore, it can be concluded that the statement items or questions about emotional intelligence, leadership, and the workplace can be employed as measuring tools in this study.

Reliability Test

Table .2
Reliability Test

Research Variable	Cronbach Alpha	Description
X1	0,919	Reliability
X2	0,872	Reliability
X3	0,809	Reliability
Y	0,951	Reliability

Source: Data results using SPSS 25

The results of the reliability test in this study show the value of the r_{table} (Cronbach Alpha) for variable X1 of 0.919, X2 of 0.872; X3 of 0.809; Y of 0.951. With this value, it can be concluded that all statements or questions on each variable are reliable, because they exceed the r_{table} or the threshold generally considered reliable, namely > 0.70 .

Normality Test

Table 3
Normality Test

One-Sample Kolmogorov-Smirnov Test	
Unstandardized Residual	
N	100
Normal Parameters^{a,b}	Mean
	.0000000
	Std. Deviation
	4.58642079
Most Extreme Differences	Absolute
	.081
	Positive
	.072
	Negative
	-.081
Test Statistic	.081
Asymp. Sig. (2-tailed)	.099^c
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	

Source: Data results using SPSS 25

The significance value is 0.099, according to the One-Sample Kolmogorov-Smirnov Test Table results in the preceding table. The distribution of leadership (X1), work environment (X2), emotional intelligence (X3), and work productivity (Y) in this study is considered to be normally distributed since the significance value is higher than the significance level of 0.05.

Multicollinearity Test

Table .3
Multicollinearity

Variables	Tolerance	VIF
Leadership (X1)	0,694	1,440
Work Environment (X2)	0,704	1,420
Emotional Intelligence (X3)	0,792	1,262

Source: Data results using SPSS 25

Based on the tolerance calculation for the independent variables in the table above, it shows that none of them has a value <0.10. The VIF calculation also shows that none of the independent variables has a VIF value > 10. Based on this, this model does not have multicollinearity problems.

Multiple Linear Regression Test

Table .4
Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,617	4,461		1,259	,211
	Leadership	,661	,100	,518	6,638	,000
	Work Environment	,287	,107	,207	2,677	,009
	Emotional Intelligence	,343	,115	,218	2,989	,004

a. Dependent Variable: Work Productivity

Source: Data results using SPSS 25

Based on the results of the multiple linear regression analysis, the equation obtained is $Y = 5.617 + 0.661X_1 + 0.287X_2 + 0.343X_3$. The degrees of freedom calculated using the formula $n - k$ resulted in a value of 97, in accordance with the t-test conducted. With a significance level of 0.05, the t-table value used is 1.985.

The t-test results show that the leadership variable (X_1) has a t-value of 6.638, which is greater than the t-table value of 1.985, with a significance value of 0.000, which is less than 0.05. This proves that leadership has a positive and significant effect on the variable being studied. Next, the work environment variable (X_2) obtained a t-count value of 2.677, which is also greater than the t-table, with a significance value of 0.009. This indicates that the work environment also has a positive and significant impact. Meanwhile, the emotional intelligence variable (X_3) has a t-count value of 2.989, greater than the t-table, with a significance value of 0.009. Thus, emotional intelligence has been proven to have a positive impact on work productivity. Overall, the results of this analysis confirm that leadership, work environment, and emotional intelligence have a significant positive impact on work productivity.

T-Test Result

Table .5
T-test

Variables	t	sig
Leadership (X_1)	6,638	0,000
Work Environment (X_2)	2,677	0,009
Emotional Intelligence (X_3)	2,989	0,004

Source: Data results using SPSS 25

H_0 will be rejected and H_1 will be accepted if the significance value is less than 0.05 of the critical or probability value. However, if the significance value is more than 0.05 of the critical value or probability value, which indicates that the independent variable is not important to the dependent variable, then H_0 is accepted and H_1 is rejected.

The leadership variable has a significance value of 0.00 and t count $6.638 > t$ table 1.985, according to the t-test results above. As a result, H_1 can be accepted, indicating that variable X_1 (Leadership) and variable Y (Work Productivity) are influenced. Furthermore, the work environment variable has a t count of $2.677 > t$ table 1.985 and a significant value of 0.009. Consequently, it can be said that H_2 is accepted, indicating that variable X_2 (Work

Environment) influences variable Y (Work Productivity). Lastly, t count $2.989 > t$ table 1.985 and a significance value of 0.004 are found for the emotional intelligence variable. Consequently, it can be said that $H3$ is acknowledged, indicating that variable $X3$ (Emotional Intelligence) influences variable Y (Work Productivity).

F Test

Table .6
Hypothesis F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3047,510	3	1015,837	46,829	,000 ^b
	Residuals	2082,490	96	21,693		
	Total	5130,000	99			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Emotional Intelligence, Work Environment, Leadership

Source: Data results using SPSS 25

It can be inferred from the output data that the computed F value of $46,839 > F$ table 2.70 and the Sig. value of $0.000 < 0.05$. As a result, the fourth hypothesis, which demonstrates that variables $X1$, $X2$, and $X3$ jointly influence variable Y , is accepted.

Effect of Leadership on Work Productivity

Work Productivity (Y) is positively and significantly impacted by the Leadership variable ($X1$), according to the findings of the data processing that was done for this study. This is because it satisfies the significant level, as indicated by the sig value of $0.000 < 0.05$.

This is supported by research conducted by Firdaus (2022) which states that leadership has a positive and significant effect on work productivity. In line with the opinion of Zalika et al. (2022) that strong leadership affects work productivity, and Yanimansyah et al. (2023) also stated that leadership has an important role to influence work productivity. Based on this it can be concluded that leaders with good leadership are able to influence, encourage, and create high levels of work productivity.

Effect of Work Environment on Work Productivity

Work Productivity (Y) is positively and significantly impacted by the Work Environment variable ($X2$), according to the findings of the data processing that was done for this study. This is because it satisfies the significant level, as indicated by the sig value of $0.009 < 0.05$.

This is supported by previous researchers Purnomo & Fatimah (2021) who stated that the work environment has a positive and significant effect on work productivity. Nasution et al. (2023) also stated that work environment variables and work productivity have a positive influence and unidirectional relationship. In line with research conducted by Marullah Nugraha & Ria Irawan (2024) the work environment has an important role in work productivity. Therefore, the work environment is something that must be considered in order to maintain work productivity in order to achieve targeted results.

Effect of Emotional Intelligence on Work Productivity

Work Productivity (Y) is positively and significantly impacted by the Emotional Intelligence variable ($X3$), according to the findings of the data processing that was done for this study. This is because it satisfies the significant level, as indicated by the sig value of $0.004 < 0.05$.

Previous research conducted by Putu et al. (2021) states that emotional intelligence has a positive and significant effect on work productivity. In line with the opinion of Nanda Setyaningrum & Maharani (2024) that good emotional intelligence can increase work productivity. Zaher & Luturlean (2023) also argue that emotional intelligence and productivity have a unidirectional relationship and have a positive effect. This is because if individuals really have good emotional intelligence, it will create a harmonious relationship and feel comfortable at work. Therefore, emotional intelligence is no less important in increasing work productivity.

The Effect of Leadership, Work Environment, and Emotional Intelligence on Work Productivity

The F table value of 3.10 is exceeded by 46.839, which is the result of data analysis. As a result, the fourth hypothesis, which demonstrates that leadership roles, the workplace, and emotional intelligence all significantly and favorably affect work productivity, can be accepted.

The influence of leadership and work environment has been recognized by many previous researchers. One of them according to Mulyana & Oktaviani (2016) contends that a positive work atmosphere and capable leadership can boost employee engagement, which in turn has a direct impact on productivity. Furthermore, the Harvard Business Review emphasizes the value of emotional intelligence in fostering an inclusive workplace that improves employee connections and boosts productivity (Michelman, 2007). thus creating a high level of productivity.

CONCLUSION

Based on the research results, it can be concluded that leadership, work environment, and emotional intelligence have a positive and significant effect on employee productivity at PT Siradj Badawi Cukup Rupiah (SBCR). Effective leadership increases employee motivation and achievement, a conducive work environment supports comfort and focus, and high emotional intelligence strengthens interpersonal relationships and a harmonious work atmosphere. These three factors simultaneously increase work productivity, so companies need to strengthen leadership, create an optimal work environment, and develop employees' emotional intelligence to achieve maximum operational targets.

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