

THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PRODUCTIVITY IN MANUFACTURING COMPANIES

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Abstract

This study aims to analyze how leadership style, work motivation, and work environment affect the work productivity of employees of PT Hamsina Jaya - MPGG Cirebon. Using quantitative methods, data was collected by distributing questionnaires to 278 respondents. The analysis techniques applied include validity, reliability, classical assumptions, and hypothesis testing to measure the relationship between variables. The study revealed that leadership style has no positive effect on work productivity. In contrast, motivation and work environment have a positive and significant impact on increasing productivity. Simultaneous tests of the three variables together affect employee productivity. This finding confirms that the main factor in improving productivity is more determined by motivation and a supportive work environment, rather than leadership style. Therefore, companies are advised to focus more on strategies to increase motivation and improve work environment conditions so that optimal productivity can be achieved. In addition, it is necessary to evaluate the effectiveness of the applied leadership style in order to increase its contribution related to employee productivity.

Keywords: Leadership Style, Work Motivation, Work Environment, Work Productivity, Manufacturing Company

INTRODUCTION

Work productivity is a crucial factor affecting the success of a company, especially in the manufacturing industry which relies heavily on employee efficiency and effectiveness. Employee productivity not only indicates the achievement of organizational goals, but also serves as an indicator of well-being and efficiency within the company. Therefore, paying attention to various aspects that can impact employee productivity is very important (Otoluwa *et al.*, 2023). Increased employee productivity can be influenced by the method of leadership style run by the boss. If a leader is able to apply the right leadership style, this can have a good impact on employees, therefore they are more free to provide aspirations when needed by the company (Ariyanti & Trimiati, 2024). Based on Hasibuan's opinion, it defines that leadership style is a leader's method of influencing subordinates to work optimally in order to achieve an organizational goal (Kadariusman & Yuningsih, 2023).

In addition to leadership style, there is another factor that also has a crucial role in supporting the success of the organization is employee work motivation, which plays a direct role in determining productivity and achieving goals. Strong motivation can encourage progress towards work enthusiasm, creativity, and perseverance in achieving work goals. Employees who have high motivation will be more enthusiastic, responsible, and consistent in achieving work targets (Suarni *et al.*, 2021). According to Malayu P. Hasibuan, work motivation can be interpreted as encouragement or energy that spurs employees to work with a focus on achieving targets (Permadi & Rasminingsih, 2023). In addition to motivation, the work environment has an important role to support employees when carrying out their assigned responsibilities. A good work environment provides a sense of satisfaction and comfort so that it affects employee work productivity (Nourman Adittya *et al.*, 2023). If the situation or circumstances in the workplace are not conducive, it has the potential to reduce work productivity (Mubarak & Suparmi, 2022). According to Siagian defines the work environment as a condition in which employees work which includes everything that has an impact on work productivity, both explicitly and implicitly (Mulia & Saputra, 2021).

In this case PT Hamsina Jaya - MPPG Cirebon should have employees whose work productivity is high due to the influence of leadership style, work motivation, and a good work environment so that employees can carry out their duties with more optimal methods, which in turn will help realize the goals and strategies that have been designed by the company.

REVIEW OF LITERATURE

According to Edison, leadership style refers to the method a leader uses in acting and the way he influences team members to achieve predetermined goals (Susijawati *et al.*, 2023). According to Schermerhorn explained that leadership style has several dimensions and indicators, namely having a directed strategy and delivered effectively, which includes a realistic business strategy and effective communication to members so that they believe in the leader in making changes. In addition, concern for members and the environment is also an important aspect, shown through attention, work motivation, and concern for member problems and the comfort of the work environment. Leaders also need to stimulate members to improve competence, have determination in completing tasks, and be quality-oriented. Maintaining team cohesiveness is another dimension that involves encouraging effective collaboration in a strong team and resolving conflicts wisely. Finally, appreciating diversity

and respecting various beliefs are part of a good leadership style, by appreciating different views aimed at achieving better results and directing members to respect each other (Edison et al., 2022).

According to Abraham Maslow, work motivation is an internal drive that encourages a person to act or make efforts to meet their needs (Dewi *et al.*, 2024). According to Maslow, the indicators of work motivation are physiological needs which are shown through the provision of salaries, bonuses, meals and transportation money. Furthermore, needs include means of labor protection and welfare, such as social security, pension fund programs, health insurance, work accident insurance, and equipment for safety in the workplace. Social needs are also an important part, shown through interacting with others in order to be accepted in a group and the need to give and receive affection. In addition, the desire for appreciation is seen through forms of recognition and respect for one's abilities, both from other employees and leaders in relation to work achievements. Finally, self-actualization is shown through work that provides its own challenges and attractions, where employees can develop their skills, which can be supported by the company through the provision of education and training (Kusumawati *et al.*, 2022).

According to Sedarmayanti, the work environment is all equipment, equipment, and materials used, along with the surrounding conditions where a person carries out his duties (Alpin *et al.*, 2023). In addition, the work environment also includes methods of carrying out work and procedures for organizing work, both individually and in groups. According to Sedarmayanti, work environment indicators include several aspects, namely adequate lighting to support productivity, comfortable air temperature for employees, and controlled noise levels so as not to interfere with concentration. In addition, the use of color in the work environment also plays a role in creating a conducive atmosphere. Sufficient space is needed for employees to work freely, while work safety must be guaranteed through various protection facilities. Finally, the relationship between employees is an important aspect in building a harmonious work atmosphere and supporting teamwork (Nurhandayani, 2022).

According to Sedarmayanti productivity is a measure that assesses the effectiveness of resource management in an organization, which is generally expressed as a comparison between the results obtained (output) with the resources used (Fitriani *et al.*, 2019). Sedarmayanti explained that work productivity has two main dimensions, namely effectiveness and efficiency. Effectiveness is shown through work that is completed quickly, on time, and on target without experiencing delays or delays. Meanwhile, efficiency can be seen from systematic planning and scheduling of tasks, as well as competence in completing tasks (Trisnawaty & Parwoto, 2021). These two dimensions have a crucial role in optimizing work productivity improvement.

RESEARCH METHOD

This study applies associative methods with a quantitative approach to analyze the relationship between two or more variables that influence each other. The sample of this study were employees of PT Hamsina Jaya - MPGG Cirebon in the production division with a total of 278 employees. Data were obtained through distributing questionnaires using a Likert scale. In this study, the data analysis method used was testing the validity and reliability of the instrument, then continued with the classical assumption test and ended with hypothesis testing.

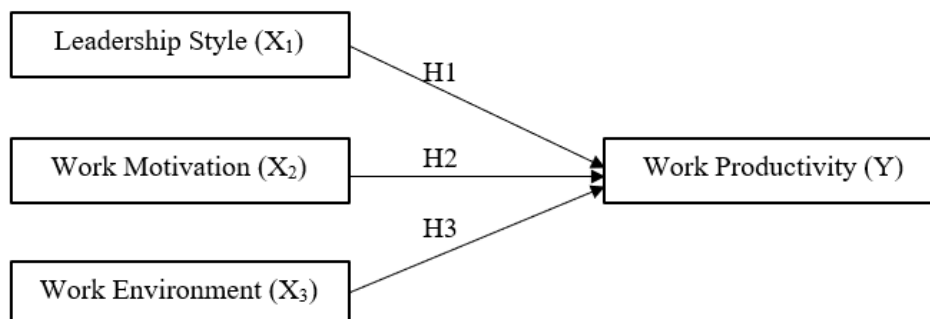


Figure 1.
Research Framework

RESULTS AND DISCUSSION

Validity Test

Table. 1
Validity Test Results

Variables	Item	Counter	Rtable
Leadership Style (X1)	X1.1	0,505	0,1179
	X1.2	0,607	0,1179
	X1.3	0,645	0,1179
	X1.4	0,695	0,1179
	X1.5	0,698	0,1179
	X1.6	0,698	0,1179
	X1.7	0,730	0,1179
	X1.8	0,772	0,1179
	X1.9	0,782	0,1179
	X1.10	0,733	0,1179
	X1.11	0,720	0,1179
	X1.12	0,710	0,1179
	X1.13	0,762	0,1179
	X1.14	0,494	0,1179
	X1.15	0,654	0,1179
Work Motivation (X2)	X2.1	0,509	0,1179
	X2.2	0,726	0,1179
	X2.3	0,664	0,1179
	X2.4	0,661	0,1179
	X2.5	0,718	0,1179
	X2.6	0,746	0,1179
	X2.7	0,709	0,1179
Work Environment (X3)	X3.1	0,609	0,1179
	X3.2	0,729	0,1179
	X3.3	0,760	0,1179
	X3.4	0,731	0,1179
	X3.5	0,803	0,1179

	X3.6	0,671	0,1179
	X3.7	0,680	0,1179
Work Productivity (Y)	Y.1	0,649	0,1179
	Y.2	0,740	0,1179
	Y.3	0,783	0,1179
	Y.4	0,680	0,1179
	Y.5	0,713	0,1179

Source: SPSS 25 for Windows

Based on the results above, it shows that the statement items on the independent variable and the dependent variable are declared valid. With $Df = 278 - 3 = 275$, pearson correlation 0.05 so that $R_{tabel} 0.1179$ is obtained, then the value of $R_{hitung} > R_{tabel}$.

Reliability Test

Table 2.
Reliability Test Results

Variables	Cronbach's Alpha	Criteria	Description
Leadership Style (X1)	0,936		
Work Motivation (X2)	0,882	0,70	Reliable
Work Environment (X3)	0,899		
Work Productivity (Y)	0,879		

Source: SPSS 25 for Windows

Based on the results in the table above, the value of each variable shows a high level of reliability, because the value exceeds the standard limit > 0.70 .

Multicollinearity Test

Table 3.
Multicollinearity Test Results

Variables	Tolerance	VIF
Leadership Style (X1)	0,475	2,106
Work Motivation (X2)	0,258	3,872
Work Environment (X3)	0,329	3,038

Source: SPSS 25 for Windows

After calculating the tolerance for the independent variables, none of them showed a value < 0.10 . In addition, the VIF analysis indicated that none of the independent variables had VIF values of > 10 , indicating that this model avoids multicollinearity problems.

T Test

Table 4.
T Test Results

Variables	t	Sig
Leadership Style (X1)	0,634	0,527
Work Motivation (X2)	5,627	0,000
Work Environment (X3)	4,630	0,000

Source: SPSS 25 for Windows

Based on the table above, it is known that (df) is calculated by the formula $n - k$, then, $df = 278 - 3 = 275$. Then, the t-table is obtained 1.6504 with a sig value < 0.05 . It was found that the t-count value on the leadership style variable was $0.634 < 1.6504$ and sig $0.527 >$

0.05, then H_a was rejected and H_o was accepted, where the leadership style had no significant effect on work productivity. The t-count value of work motivation is $5.627 > 1.6504$ and $\text{sig } 0.000 < 0.05$, then H_a is accepted and H_o is rejected, where work motivation has a significant effect on the level of work productivity. The t-count value of the work environment is $4.630 > 1.6504$ and $\text{sig } 0.000 < 0.05$, so H_a is accepted and H_o is rejected, where the work environment has a significant effect on work productivity.

F Test

Table 5.
F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1455,117	3	485,039	119,546	,000 ^b
	Residuals	1111,707	274	4,057		
	Total	2566,824	277			

Source: SPSS 25 for Windows

Based on the results of the magnitude of the F value obtained from the calculation is 119.546. The significant probability value obtained is < 0.05 . The value of $F_{hitung} > F_{tabel}$ is $119.546 > 2.64$. It can be seen that all independent variables simultaneously have an impact on the dependent variable.

The Effect of Leadership Style on Employee Productivity

Testing of the first hypothesis shows the results that leadership style has no positive effect on employee work productivity. This can be proven by the value of $t_{count} < t_{table}$, namely $0.634 < 1.6504$.

This is supported by previous researchers (Hafiz & Soleha, 2023), (Sari & Wulandari, 2024) that leadership style has no positive effect on work productivity. Therefore, leaders need to have the skills to recognize and assess the character of each individual they lead in order to apply the right and effective leadership style.

The Effect of Work Motivation on Employee Productivity

Testing of the second hypothesis shows the results that work motivation has a positive and significant effect on employee work productivity. This can be proven by the value of $t_{count} > t_{table}$, namely $5.627 > 1.6504$.

This is supported by previous researchers (Al Ghifari & Mahfudiyanto, 2023), (Septiady & Setiadi, 2022) stated that work motivation has a positive and significant effect on employee productivity. Therefore, companies need to prioritize increasing employee productivity by building strong work motivation.

The Effect of Work Environment on Employee Productivity

Testing of the third hypothesis shows the results that the work environment has a positive and significant impact on work productivity. This can be proven by the value of $t_{count} > t_{table}$, namely $4.630 > 1.6504$.

This is supported by previous researchers (Listiana & Aslamiyah, 2024), (Utama & Arianto, 2024) that work environment variables have a positive and significant effect on employee productivity. Therefore, the work environment is something that must be considered in order to maintain work productivity in order to achieve targeted results.

CONCLUSION

Based on research conducted at PT Hamsina Jaya - MPGG Cirebon, the results show that leadership style does not have a positive impact on productivity levels and also the effectiveness of leadership in increasing employee productivity still needs to be evaluated and adjusted accordingly.

Work motivation has a positive impact on increasing employee productivity. Therefore, the greater the motivation of employees, the more optimal the work results they achieve. It can be seen that the provision of incentives and recognition of employee performance.

The work environment plays an important role in significantly increasing employee productivity. When the work environment, both physical and non-physical, feels comfortable, this can increase enthusiasm and a sense of comfort at work. As a result, employee productivity tends to increase.

Leadership style, work motivation, and work environment simultaneously influence the level of employee productivity. Although leadership style partially does not show a significant effect, the combination of these three variables still has an impact on work productivity.

Based on the results of this study, companies are expected to focus more on strategies to increase motivation and create a better work environment to achieve optimal productivity. In addition, there needs to be further evaluation of the leadership style applied to be more effective in increasing employee productivity.

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