

## **The Influence of Leadership Style On Employee Work Productivity Through Work Motivation And Job Satisfaction At PT PCS International**

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### **Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan terhadap produktivitas kerja karyawan dengan mempertimbangkan peran mediasi motivasi kerja dan kepuasan kerja di PT PCS International. Latar belakang penelitian ini didasarkan pada penurunan indeks produktivitas kerja perusahaan yang diamati, yang menurun dari 87,20 pada tahun 2022 menjadi 86,00 pada tahun 2023 dan selanjutnya menjadi 84,80 pada tahun 2024. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik analisis jalur untuk menguji hubungan antar variabel penelitian. Hasil penelitian menunjukkan bahwa gaya kepemimpinan, motivasi kerja, dan kepuasan kerja memiliki pengaruh signifikan terhadap produktivitas karyawan, baik secara langsung maupun tidak langsung. Temuan ini memberikan dasar penting bagi organisasi dalam merancang strategi untuk meningkatkan produktivitas melalui manajemen sumber daya manusia yang efektif dan tepat sasaran.

**Kata kunci:** *Gaya Kepemimpinan, Produktivitas Kerja, Motivasi Kerja, Kepuasan Kerja*

### **Abstract**

*This study aims to analyze the influence of leadership style on employee work productivity by considering the mediating roles of work motivation and job satisfaction at PT PCS International. The background of this research is based on the observed decline in the company's work productivity index, which decreased from 87.20 in 2022 to 86.00 in 2023 and further to 84.80 in 2024. This study employs a quantitative approach using path analysis techniques to examine the relationships among the research variables. The results indicate that leadership style, work motivation, and job satisfaction have significant effects on employee productivity, both directly and indirectly. These findings provide an important basis for organizations in designing strategies to enhance productivity through effective and targeted human resource management.*

**Keywords:** *Leadership Style, Work Productivity, Work Motivation, Job Satisfaction*

### **Introduction**

#### **Background**

In the 21st century, the occurrence of free trade has created major challenges for companies operating in various sectors, along with a significant increase in the intensity of competition in the business environment (Widiastuti, Riauwanto dan

Harwati, 2022). In this context, productivity is understood as the ability of a set of economic resources to generate output. From this perspective, productivity is not solely the responsibility of a single function or department within a company, but rather the result of synergy between various areas that support each other. Thus, optimizing the utilization of human resources as the main determinant of productivity is a very important strategic step for the organization (Turyandi, 2021).

One of the main determinants of work productivity is the leadership style applied in an organization. Effective leadership not only focuses on task management, but also involves psychological dimensions that influence motivation and individual behavior at work, as well as emotional dimensions that can shape a work environment that encourages motivation, fosters satisfaction, and ultimately contributes to increased employee productivity (Sugiarti, 2019).

A leadership style that is supportive, provides encouragement, and appreciates employee contributions has the potential to build constructive relationships between leaders and subordinates. Leaders who show concern for the needs and expectations of each individual are generally able to foster harmonious working relationships, which can in turn positively influence job satisfaction and ultimately increase productivity (Razak, 2020).

One of the main determinants of work productivity is the leadership style applied within an organization. Effective leadership not only focuses on task management but also involves psychological dimensions that influence individual motivation and behavior. Between 2022 and 2024, PT PCS International experienced a significant decline in the Work Productivity Index, from 87.20 in 2022 to 86.00 in 2023, and continued to decrease to 84.80 in 2024. This decline indicates challenges in the work environment that affect employee efficiency and performance.

Based on this background, this research is important to conduct in order to comprehensively understand how leadership style affects work productivity through the mechanisms of motivation and job satisfaction.

### **Research questions**

In accordance with the research background and objectives, this study seeks to examine the following questions:

1. To what extent does leadership style influence work motivation?
2. To what extent does leadership style affect job satisfaction?
3. To what extent does leadership style impact work productivity?
4. How does work motivation affect work productivity?
5. How does job satisfaction influence work productivity?
6. Can work motivation mediate the relationship between leadership style and work productivity?
7. Can job satisfaction mediate the relationship between leadership style and work productivity?

## **Literature review**

### **1. Grand theory**

The grand theory in this research is based on the organizational behavior theory proposed by (Robbins, dan Judge, 2020), which emphasizes that leadership plays a central role in influencing employee actions, perceptions, and performance outcomes. A leader's approach is related to the psychological conditions of employees, particularly in terms of motivation and job satisfaction.

### **2. Leadership style**

According to (Rivai, 2014), leadership style is a combination of the leader's characteristics and behaviors in directing employees to achieve organizational goals. Indicators of leadership style according to (Kartono, 2010) include mentoring, communicative, and democratic.

### **3. Work motivation**

Work motivation is defined as the process of influencing or encouraging externally a person or work group so that they are willing to carry out something that has been determined (Samsuddin, 2006).. Indicators of work motivation according to (Mangkunegara, 2005) include responsibility, work achievement, opportunities for advancement, recognition of performance, and challenging work.

### **4. Job satisfaction**

Job satisfaction can be understood as the overall assessment and emotional

response that a person has towards their job (Robbins, 2008).. The indicators of job satisfaction according to (Afandi, 2018) include: work, wages, promotion, supervisors, and coworkers.

## 5. Work productivity

Work productivity is the comparison between the total expenditures at a certain time divided by the total inputs during that period (Sinungan, 2015). Indicators of work productivity according to (Baiti, Djumali dan Kustiyah, 2020) include effectiveness and efficiency.

## Previous studies and research gap

Several previous studies show diverse results. (Nugroho, 2021) and (Haidar, 2023) found that leadership style has a significant effect on work motivation. (Widiastuti, Riauwanto dan Harwati, 2022) and (Anugrah, Sasmita dan Kornita, 2022) showed the effect of leadership style on job satisfaction. (Nababan *et al.*, 2023) and (Sugiarti, 2019) found the effect of leadership style on work productivity. (Febriyanti, Vhalery dan Muliyani, 2022) and (Wau, 2022) showed the effect of work motivation on work productivity. (Safrin dan Sulaiman, 2020) and (Muayyad, 2017) showed the effect of job satisfaction on work productivity.

There are contradictory results in the research (Zen *et al.*, 2024) which shows that leadership style has a negative but not significant effect on work productivity, (Jalari, 2019) which found that work motivation does not have a significant effect on performance, and (Husaeni dan Febrian, 2023) which found that job satisfaction does not have a meaningful effect on productivity. The contextual gap of this research lies in the research object at a private shipping company (PT PCS International) using motivation and job satisfaction as mediating variables.

## Conceptual framework and hypotheses

Based on the conceptual framework, the research hypotheses are formulated as follows :

1. H1: Leadership Style directly affects Work Motivation
2. H2: Leadership Style directly affects Job Satisfaction
3. H3: Leadership Style directly affects Work Productivity

4. H4: Work Motivation directly affects Work Productivity
5. H5: Job Satisfaction directly affects Work Productivity
6. H6: Work Motivation acts as a mediator of the effect of Leadership Style on Work Productivity
7. H7: Job Satisfaction acts as a mediator of the effect of Leadership Style on Work Productivity

## Research Methods

This quantitative research uses survey and path analysis methods with a population of 36 staff members of PT PCS International, involving 33 respondents through the census method. Data were collected using a Google Form questionnaire with a 5-point Likert scale. Variables were measured with their respective indicators: Leadership Style (7 items,  $\alpha=0.870$ ), Work Motivation (5 items,  $\alpha=0.865$ ), Job Satisfaction (7 items,  $\alpha=0.894$ ), Work Productivity (4 items,  $\alpha=0.825$ ). All variables have very good reliability with a total Cronbach's Alpha of 0.894. Data analysis was conducted using path analysis with SPSS, including validity tests (Pearson Correlation,  $r\text{-table}=0.35$ ), reliability tests (Cronbach's Alpha  $>0.60$ ), classical assumption tests (normality, multicollinearity, heteroscedasticity), coefficient of determination test ( $R^2$ ), F test, t test, and Sobel test for mediation.

## Research findings and discussion

### 1. Research findings

#### Classification of Respondents by Gender

Table 1. Characteristics by gender

<i>Gender</i>	<i>N</i>	<i>%</i>
Male	18	54,5%
Female	15	45,5%
<b>Total</b>	33	100,0%

Table 1 shows that the majority of respondents are male (54.5%) compared to female (45.5%), because more males participated during data collection.

#### Classification of Respondents by Age Group

Table 2. Characteristics by age group

<i>Age group</i>	<i>N</i>	<i>%</i>
18 - 25	11	33,3%
26 - 40	8	24,2%
41 - 55	14	42,4%
<b>Total</b>	<b>33</b>	<b>100,0%</b>

Table 2 shows that the majority of respondents are aged 41–55 years (42.4%), followed by ages 18–25 years (33.3%) and 26–40 years (24.2%).

### Classification of Respondents Based on Last Education

Table 3. Characteristics by education level

<i>Education level</i>	<i>N</i>	<i>%</i>
High school	14	42,4%
Diploma (D1/D2/D3)	4	12,1%
Bachelor/Master/Doctoral (S1/S2/S3)	15	45,5%
<b>Total</b>	<b>33</b>	<b>100,0%</b>

Table 3 shows that most of the respondents have a bachelor's/master's/doctoral education (45.5%), followed by high school (42.4%) and diploma (12.1%), so the majority have a bachelor's degree.

### Classification of Respondents Based on Length of Employment

Table 4. Characterostics by Length of Employment

<i>Length of employment</i>	<i>of N</i>	<i>%</i>
0 - 2 years	13	39,4%
3 - 5 years	1	3,0%
6 - 9 years	5	15,2%
≥ 10 years	14	42,4%
<b>Total</b>	<b>33</b>	<b>100,00%</b>

Table 4 shows that the majority of respondents have more than 10 years of service (42.4%), followed by 0–2 years (39.4%), 6–9 years (15.2%), and 3–5 years

(3.0%).

### Instrument test

All statement items are declared valid (calculated  $r >$  table  $r$  0.35). Cronbach's Alpha values: Leadership Style (0.870), Work Motivation (0.865), Job Satisfaction (0.894), Work Productivity (0.825). All variables are reliable.

### Classical Assumption Test

The Kolmogorov-Smirnov normality test showed a significance value  $>0.05$  (residuals are normally distributed). The multicollinearity test showed VIF  $<10$  ( $X1=2.006$ ;  $Z1=2.316$ ;  $Z2=1.680$ ). The heteroscedasticity test using a scatterplot showed no particular pattern (homoscedasticity is fulfilled).

### Path Analysis

#### Coefficient of Determination ( $R^2$ )

Table 5. Coefficient of Determination Test Results ( $R^2$ )

Model	Sub Structure	Independent Variable	Dependent Variable	R	R Square	Adjusted R Square	Std. Error
1	Sub Structure 1a	Leadership style	Work motivation	0,695	0,483	0,467	0,44763
2	Sub Structure 1b	Leadership style	Job satisfaction	0,536	0,288	0,265	0,45305
3	Sub Structure 2	Leadership style, work motivation, job satisfaction	Work productivity	0,900	0,809	0,790	0,21063

The coefficient of determination ( $R^2$ ) indicates that the model better explains work productivity (80.9%) when involving motivation and job satisfaction as mediating variables, compared to only leadership style on motivation (48.3%) and satisfaction (28.8%).

### Simultaneous F Test

Table 6. Simultaneous F-Test Results

Model	Sub Structure	Dependent variable	F	Sig.	Description
1	Sub Structure 1a	Work motivation	28,998	0,000	Significant

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2	Sub Structure 1b	Job satisfaction	12,522	0,001	Significant
3	Sub Structure 2	Work productivity	41,051	0,000	Significant

The F test shows that the entire model is significant, where leadership style affects motivation and job satisfaction, and together they influence work productivity.

**Partial T Test**

Table 7. Partial T- Test Results

Model	Sub Structure	Independent variable	Dependent Variable	t value	Sig.	Description
1	Sub Structure 1a	Leadership style	Work motivation	5,385	0,000	Significant
2	Sub Structure 1b	Leadership style	Job satisfaction	3,539	0,001	Significant
3	Sub Structure 2	Leadership style	Work productivity	3,894	0,001	Significant
3	Sub Structure 2	Work motivation	Work productivity	2,219	0,034	Significant
3	Sub Structure 2	Job satisfaction	Work productivity	3,045	0,005	Significant

The t-test shows that all independent variables have a significant effect, with work motivation and job satisfaction acting as mediating variables on work productivity.

**Sobel Test**

Table 8. Sobel Test Result

Mediation model	Independent → Mediator → Dependent	A Coeff	B Coeff	SE A	SE B	Z (Sobel)	Sig.	Result
1	Leadership style → Work motivation → Work productivity	0.887	0.205	0.165	0.092	2.058	0.040	Significant (Ha accepted)
2	Leadership style → Job satisfaction → Work productivity	0.59	0.278	0.167	0.091	2.311	0.021	Significant (Ha accepted)

The Sobel test shows that motivation and job satisfaction are significant mediators (calculated  $Z > \pm 1.96$ ;  $p < 0.05$ ) that strengthen the effect of leadership

style on work productivity.

## **2. Discussion**

### **a. The influence of leadership style on work motivation**

The research results show that leadership style has a significant effect on work motivation ( $\beta=0.695$ ;  $t=5.385$ ;  $p=0.000$ ). This finding is consistent with the studies by (Nugroho, 2021) and (Haidar, 2023), where inclusive, supportive, and communicative leadership styles are able to create a positive work climate that stimulates employees' internal drive. Leaders who provide clear directions, recognition, and opportunities for participation will foster a sense of attachment and organizational trust.

### **b. The influence of leadership style on job satisfaction**

Leadership style has a significant influence on job satisfaction ( $\beta=0.536$ ;  $t=3.539$ ;  $p=0.001$ ). These results support the findings of (Widiastuti, Riauwanto dan Harwati, 2022) and (Anugrah, Sasmita dan Kornita, 2022), that service-oriented leadership (servant leadership), empathy toward workload, as well as the ability to manage employee stress contribute positively to professional satisfaction.

### **c. The influence of leadership style on work productivity**

Leadership style has a significant effect on work productivity ( $\beta=0.447$ ;  $t=3.894$ ;  $p=0.001$ ). This finding is in line with (Nababan *et al.*, 2023) and (Sugiarti, 2019), effective leadership that provides clear direction, inspiration, and support creates a positive work environment that enhances employee motivation and engagement.

### **d. The effect of work motivation on work productivity**

Work motivation has a significant effect on work productivity ( $\beta=0.274$ ;  $t=2.219$ ;  $p=0.034$ ). This result supports (Febriyanti, Vhalery dan Mulyani, 2022) and (Wau, 2022), high motivation encourages initiative, enthusiasm, and optimal work quality. Motivated employees tend to have higher job satisfaction, which positively impacts quality and productivity.

**e. The influence of job satisfaction on work productivity**

Job satisfaction has a significant effect on work productivity ( $\beta=0.320$ ;  $t=3.045$ ;  $p=0.005$ ). This finding is consistent with (Safrin dan Sulaiman, 2020) and (Muayyad, 2017), where job satisfaction creates a sense of engagement and commitment, causing employees to work with focus and dedication.

**f. Work motivation media**

The Sobel test shows that work motivation mediates the effect of leadership style on work productivity ( $z=2.058$ ;  $p=0.040$ ). This finding reinforces the research of (Nugroho, 2021) and (Febriyanti, Vhalery dan Mulyani, 2022), where effective leadership meets employees' basic needs (recognition, self-development, sense of accomplishment), which in turn drives productivity.

**g. Job satisfaction mediation**

Job satisfaction also mediates the effect of leadership style on work productivity ( $z=2.311$ ;  $p=0.021$ ). This result supports (Sugiarti, 2019) and (Safrin dan Sulaiman, 2020), that leadership which considers employee needs and creates a positive organizational culture increases job satisfaction, which in turn enhances productivity.

**Conslusion**

Referring to the results of the data analysis and discussion, this study concludes that:

1. Leadership style exerts a significant influence on employees' work motivation.
2. Leadership style significantly impacts job satisfaction.
3. Leadership style plays a significant role in determining work productivity.
4. Work motivation has a significant impact on work productivity.
5. Job satisfaction has a significant impact on work productivity.
6. Work motivation acts as an intervening (mediating) variable in the effect of leadership style on work productivity.
7. Job satisfaction acts as an intervening (mediating) variable in the effect of leadership style on work productivity.

## Recommendations For the company

1. Companies are advised to develop a leadership approach that is directive yet participative, communicative, and democratic, to build constructive working relationships, and to actively involve employees in decision-making.
2. Strengthening employee work motivation by providing recognition, career development opportunities, challenging work, and clear responsibilities in accordance with Mangkunegara's (2005) and Maslow's theories
3. Improving employee job satisfaction by paying attention to factors that shape job satisfaction, such as workload appropriateness, fair compensation systems, good working relationships, and open promotion opportunities
4. Focusing on sustainable work productivity by increasing employee output through enhancing efficiency and effectiveness via operational procedure improvements, relevant training, and the creation of a supportive environment
5. Integration of leadership, motivation, and job satisfaction in HR policies by designing an integrated HR strategy that places a leadership approach as a central factor in stimulating employee drive and promoting workplace satisfaction.

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