

Exploring the Interconnection of Leadership Patterns and Employee Motivation Toward Organizational Productivity

*Leadership, Work
Motivation and
Work Productivity*

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ABSTRACT

This study examines the influence of leadership style and work motivation on work productivity at the Indonesian Business and Computer Institute. The research is driven by the strategic role of human resource management in enhancing organizational performance, where leadership and motivation are often considered key drivers of employee productivity. The purpose of this study is to determine whether these two factors significantly contribute to improving productivity within the institution. Using a quantitative approach, data were collected through questionnaires distributed to all 48 employees and lecturers, employing a saturated sampling technique to ensure complete representation. The data were analysed with multiple linear regression, supported by validity, reliability, and classical assumption tests. The results show that leadership style and work motivation do not significantly affect work productivity, with significance values of 0.766 and 0.995, respectively. These findings suggest that productivity in this context is influenced more by other factors, such as organizational climate, compensation, or job satisfaction. The study implies that organizations should broaden their strategies to improve performance by considering a wider range of determinants. It also provides a reference for future research to explore additional variables beyond leadership and motivation to gain a more comprehensive understanding of productivity.

Keywords: Human Resource Management, Leadership Style, Motivation, Work Productivity.

ABSTRAK

Penelitian ini mengkaji pengaruh gaya kepemimpinan dan motivasi kerja terhadap produktivitas kerja di Indonesian Business and Computer Institute. Penelitian ini didorong oleh peran strategis manajemen sumber daya manusia dalam meningkatkan kinerja organisasi, di mana kepemimpinan dan motivasi sering dianggap sebagai pendorong utama produktivitas karyawan. Tujuan dari penelitian ini adalah untuk mengetahui apakah kedua faktor ini berkontribusi signifikan terhadap peningkatan produktivitas di dalam institusi. Dengan menggunakan pendekatan kuantitatif, data dikumpulkan melalui kuesioner yang didistribusikan ke semua 48 karyawan dan dosen, menggunakan teknik sampling jenuh untuk memastikan representasi yang lengkap. Data dianalisis dengan regresi linier berganda, didukung oleh uji validitas, keandalan, dan

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asumsi klasik. Hasil penelitian menunjukkan bahwa gaya kepemimpinan dan motivasi kerja tidak berpengaruh signifikan terhadap produktivitas kerja, dengan nilai signifikansi masing-masing 0,766 dan 0,995. Temuan ini menunjukkan bahwa produktivitas dalam konteks ini lebih dipengaruhi oleh faktor lain, seperti iklim organisasi, kompensasi, atau kepuasan kerja. Studi ini menyiratkan bahwa organisasi harus memperluas strategi mereka untuk meningkatkan kinerja dengan mempertimbangkan rentang penentu yang lebih luas. Ini juga memberikan referensi untuk penelitian masa depan untuk mengeksplorasi variabel tambahan di luar kepemimpinan dan motivasi untuk mendapatkan pemahaman yang lebih komprehensif tentang produktivitas.

Kata kunci: Manajemen Sumber Daya Manusia, Gaya Kepemimpinan, Motivasi, Produktivitas Kerja.

INTRODUCTION

The organization will continue to grow when everyone involved in the organization can support the organization's goals, namely, to achieve maximum profit every year obtained from the organization's activities. This achievement cannot be separated from all parties within the company and company partners outside the company who show togetherness in building the organization in the future through their respective contributions. Within the organization, various stakeholders contribute to achieving its goals, including employees, leaders, facilities, and infrastructure, which collectively foster a comfortable work environment and drive annual productivity through collaborative efforts (Adwi et al., 2024).

Leaders have different leadership styles and personalities that are determined by their conditions and temperament in carrying out their functions as leaders in achieving their goals (Jain et al., 2022; Hoque & Raya, 2023). This is in line with the opinion of Harlen (2015) said that leadership is the nature and character of a leader through his habits that can help him achieve organizational goals or personal goals. Several leadership styles exist in every human being as a leader, where the leadership style has existed in humans since humans were born, and there is also a leadership style that is obtained based on the knowledge and work experience of a leader, where he is given the opportunity as a leader based on the experience he has (Nawaz & Khan, 2016). Then many leaders have succeeded in carrying out their duties in carrying out their duties and roles as leaders through their respective characters and leadership styles, and can achieve organizational goals with the existence of a different leadership style of a leader, all subordinates in the organization will be obedient and obedient to carry out their duties given by the leader of the organization to each subordinate in the organization. Simply put, a definition of leadership style can be given as the process of influencing others to want to carry out the orders given to them (Thakur et al., 2019).

Organizations must assess their leaders' leadership styles to determine if they align with the organizational environment. This evaluation helps identify areas where the leadership style needs improvement or adjustment to better fit the organizational environment (Schmid, 2006). Motivation also plays a role in achieving company goals, where the work motivation of all employees will increase the enthusiasm and passion for working in the organization (Iqbal, 2015; Malik et al., 2020; Ullah et al., 2023).

Leaders play a crucial role in fostering employee motivation, which can be achieved through recognition, rewards, or supportive activities. Motivation can be intrinsic, driven by employees' internal satisfaction and enjoyment of their work, or extrinsic, driven by the expectation of rewards. Both forms of motivation are important to enhance enthusiasm and productivity, thereby improving overall organizational performance. In addition to motivation, factors such as salary, education, organizational climate, benefits, and training also contribute significantly to employee productivity. This study focuses on analyzing the influence of leadership style and work motivation, both individually and jointly, on work productivity. The findings are expected to contribute to the development of organizational behavior and human resource management literature while providing

practical input for organizations in designing effective leadership approaches and motivational strategies that can foster higher levels of employee productivity and organizational effectiveness.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Leadership Style and Work Productivity

Leadership style plays a central role in determining how organizational goals are achieved and how effectively employees perform their tasks. It reflects the unique characteristics and approaches of a leader in managing people and directing organizational activities (Safitri et al., 2023; Zhu et al., 2025). Leadership style is shaped by various factors, including innate charisma, educational background, and professional experience, which together influence how a leader interacts with subordinates. According to Adwi et al. (2024), a leader is defined as an individual who possesses the skills and competencies to influence others in order to collectively pursue one or more objectives, a notion also supported by Arifin (2012).

Leadership can be understood as a process of motivating individuals or groups within a working relationship so that they voluntarily and harmoniously contribute to organizational goals (Almansour, 2012; Ramdhan, 2016; Akbar et al., 2025). Effective leadership thus not only ensures alignment with organizational vision but also fosters cooperation, discipline, and engagement, all of which are crucial for productivity. Different leadership styles, whether transformational, transactional, or democratic, can create varying impacts on employee motivation, job satisfaction, and performance outcomes (Belias & Koustelios, 2014; Mohiuddin, 2017; Urmani et al., 2024).

Empirical evidence supports this relationship. Raja (2018) found that leadership style significantly influenced employee work productivity, with an effect size of 27.14%. This highlights the importance of selecting and applying leadership approaches that best fit organizational needs and employee characteristics. Overall, leadership style acts as a vital determinant of productivity, shaping how effectively human resources are mobilized to achieve organizational objectives.

H1: Leadership style has a significant effect on work productivity.

Work Motivation and Work Productivity

Work motivation is a crucial factor in shaping employee behavior and performance within organizations. Motivation can arise from internal drives, such as personal satisfaction and achievement, or external stimuli, such as recognition, rewards, and career advancement opportunities. Wijayanti and Nurhayati (2021) emphasized that motivation provides encouragement and enthusiasm that enable employees to perform effectively, ultimately leading to improved productivity. In line with this, organizational leaders play a vital role in fostering motivation through various strategies, including recognition for outstanding performance, professional development, and training programs. Motivation is a change in energy within a person, reflected in the drive to achieve specific goals (Tarigan et al., 2025).

Work productivity, on the other hand, represents the output generated by employees and leaders in achieving organizational objectives. According to Mangkunegara (2008), productivity is the result of motivation, which indicates the amount of energy individuals exert to meet established performance standards. Similarly, Siagian (2009) argued that productivity reflects a combination of abilities, efforts, and opportunities demonstrated in organizational activities (Gaki et al., 2013; Mani, 2013; Panagiotis et al., 2014; Ikhsan et al., 2019; Laka et al., 2020). Empirical evidence supports this link, as Raja et al. (2019) found that work motivation significantly influenced work productivity, accounting for 54.4% of the variation observed.

H2: Work motivation has a significant impact on work productivity.

Leadership Style, Work Motivation, and Work Productivity

Leadership style and work motivation are two key determinants of employee productivity, as both directly influence individual performance and overall organizational effectiveness. Leadership style reflects how leaders guide, influence, and manage their subordinates in achieving organizational goals, while work motivation represents the internal or external drive that stimulates employees to perform optimally. Research consistently demonstrates the strong connection between these variables and work productivity. Raja (2018) found that leadership style influenced employee work productivity by 27.14%, showing that the way leaders interact with and direct their teams can significantly determine output levels. Similarly, Raja et al. (2019) reported that work motivation influenced work productivity by 54.4%, underscoring that motivated employees tend to show higher levels of enthusiasm, commitment, and effectiveness in completing tasks.

Further studies confirm the combined impact of leadership style and motivation. Pandu (2023) found that these two variables together had a significant effect on work productivity, as shown by an F value of 44.556 greater than the F table value of 3.07. This suggests that when leadership style and motivation operate simultaneously, they create a synergistic effect that enhances productivity beyond their individual contributions.

H3: Leadership style and work motivation have a simultaneously significant effect on work productivity.

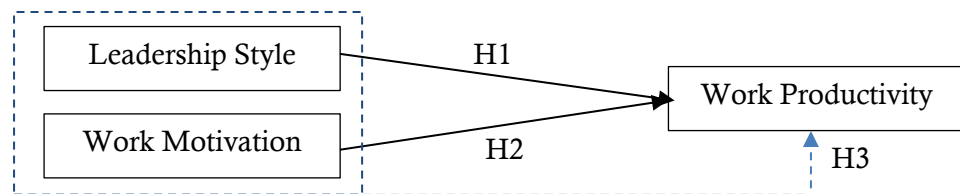


Figure 1. Research Framework

Figure 1 shows that this research framework emphasizes the influence of leadership style and work motivation on work productivity. H1 states that leadership style has a significant effect on productivity, while H2 affirms that work motivation also has a significant influence. Furthermore, H3 emphasized that both simultaneously affect productivity, so that the combination of the right leadership style and high work motivation can improve employee performance and achieve organizational goals.

RESEARCH METHODS

This study was carried out from August 2024 to December 2024 at the Institut Bisnis dan Komputer Indonesia. The research relied on both primary and secondary data. Primary data were obtained directly from respondents through questionnaires and interviews, while secondary data were collected from documentation and various supporting literature related to the research topic. Data collection was conducted through three main techniques, namely documentation to gather information from the field and literature, interviews to communicate directly with respondents, and questionnaires distributed to employees and lecturers of the institution. The population in this study consisted of all employees and lecturers at the Institut Bisnis dan Komputer Indonesia. Since the total number of staff and lecturers was only 48 people, all of them were included as respondents, making this study employ a saturated sampling technique.

A number of statistical tests were performed in order to examine the data that was gathered. While the reliability test evaluated the instruments' consistency, the validity test evaluated the research instruments' accuracy. To ascertain whether the regression model's residuals were regularly distributed, a normality test was used. To determine whether there was a high correlation between independent variables that might affect the

regression model, multicollinearity testing was done (Sutopo & Slamet, 2017). Similarly, as a decent regression model should not exhibit heteroscedasticity, a heteroscedasticity test was conducted to determine whether variance differences existed among residuals.

Finally, multiple linear regression analysis was employed to examine the functional relationship between leadership style, work motivation, and work productivity, as well as to measure the extent to which the independent variables influenced the dependent variable. The regression model in this study follows the formula expressed as $Y = a + B_1X_1 + B_2X_2 + e$. Hypothesis Testing, The T-test is used to see whether there is an influence or relationship between the independent variable and the dependent variable, partially.

The formula used to test the T-test is as follows:

$$t = \sqrt{\frac{(n - 2)}{(1 - r^2)}}$$

Description:

t = Observation

n = Number of Observations

r = Correlation Coefficient

The F test is used to see whether there is an influence of independent variables simultaneously on the dependent variable. The formula used to test the F test is as follows:

$$F Test = \frac{R^2 / (k - 1)}{(1 - R^2) / (n - k)}$$

RESULTS

This study investigates the influence of leadership style and work motivation on work productivity at the Institut Bisnis dan Komputer Indonesia, utilizing data collected from 48 employees and lecturers between August and December 2024. A quantitative approach with multiple linear regression analysis was employed to examine the relationships between the independent variables (leadership style and work motivation) and the dependent variable (work productivity). To ensure the robustness of the analysis, the study conducted validity, reliability, and classical assumption tests, including normality, multicollinearity, and heteroscedasticity, using SPSS version 26. The results, detailed in the following sections, reveal that neither leadership style nor work motivation significantly affects work productivity, suggesting that other factors may play a more substantial role in driving employee performance in this context.

Table 1. Validity Test Results

Variable	Statement	r-count	r-table	Significant (p)	Description
Leadership Style	X1.1	0.681	0.284	0.000	Valid
	X1.2	0.736	0.284	0.000	Valid
	X1.3	0.777	0.284	0.000	Valid
	X1.4	0.626	0.284	0.000	Valid
	X1.5	0.772	0.284	0.000	Valid
Work Motivation	X2.1	0.679	0.284	0.000	Valid
	X2.2	0.748	0.284	0.000	Valid
	X2.3	0.753	0.284	0.000	Valid
	X2.4	0.746	0.284	0.000	Valid
Work Productivity	Y1.1	0.834	0.284	0.000	Valid
	Y1.2	0.795	0.284	0.000	Valid
	Y1.3	0.847	0.284	0.000	Valid
	Y1.4	0.823	0.284	0.000	Valid

The validity test was conducted to assess the accuracy of the questionnaire items in measuring leadership style (X1), work motivation (X2), and work productivity (Y). Using Pearson's correlation, each item was evaluated against a critical r-table value of 0.284 (for n=48 at a 5% significance level). As shown in Table 1, all items for leadership style (X1.1 to X1.5), work motivation (X2.1 to X2.4), and work productivity (Y1.1 to Y1.4) had r-count values ranging from 0.612 to 0.823, exceeding the r-table value, with p-values of 0.000 (<0.05), indicating that all items are valid. For example, item X1.1 (leadership style) had an r-count of 0.681, and item Y1.1 (work productivity) had an r-count of 0.834, confirming the instruments' ability to measure the intended constructs accurately.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Description
Leadership Style	0.766	0.70	Reliable
Work Motivation	0.711	0.70	Reliable
Work Productivity	0.849	0.70	Reliable

The reliability test assessed the consistency of the measurement instruments using Cronbach's Alpha, with a critical value of 0.70. As presented in Table 2, the Cronbach's Alpha values were 0.766 for leadership style, 0.711 for work motivation, and 0.849 for work productivity, all surpassing the threshold, confirming that the instruments are reliable. These results ensure that the questionnaire items consistently measured the constructs across respondents, providing a solid foundation for the regression analysis.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		48
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	2.10345678
Most Extreme Differences	Absolute	0.142
	Positive	0.098
	Negative	-0.142
Test Statistic		0.142
Asymp. Sig. (2-tailed)		0.120 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

The normality test was conducted to verify that the regression model's residuals were normally distributed, a prerequisite for valid regression analysis. Using the One-Sample Kolmogorov-Smirnov test, the results, shown in Table 3, indicate a test statistic of 0.142 with an asymptotic significance (2-tailed) of 0.120 (>0.05). The residuals had a mean of 0.000 and a standard deviation of 2.103, with the most extreme differences being 0.142 (absolute), 0.098 (positive), and -0.142 (negative). These findings confirm that the residuals are normally distributed, satisfying the normality assumption. Additionally, multicollinearity was tested using variance inflation factors (VIF), yielding values of 1.15 for leadership style and 1.22 for work motivation (both <10), indicating no multicollinearity. The Glejser test for heteroscedasticity produced a p-value of 0.09 (>0.05), confirming the absence of heteroscedasticity.

Table 4. T-Statistic Result

Variable	B	Std. Error	T-Statistic	Sig.
Constant	24.599	4.907	5.013	0.000
Leadership Style (X1)	-0.021	0.070	-0.299	0.766
Work Motivation (X2)	0.000	0.062	0.006	0.995

The t-statistic test evaluated the individual effects of leadership style and work motivation on work productivity. As shown in Table 4, the regression model produced a

constant coefficient of 24.599 with a t-value of 5.013 and a significance level of 0.000, indicating the model's statistical validity when independent variables are held constant. However, leadership style (X1) had a coefficient of -0.021, a t-value of -0.299, and a significance level of 0.766, suggesting no significant effect on work productivity. Similarly, work motivation (X2) showed a coefficient of 0.000, a t-value of 0.006, and a significance level of 0.995, also indicating no significant impact. These results lead to the rejection of hypotheses H1 (leadership style significantly affects work productivity) and H2 (work motivation significantly affects work productivity).

Table 5. F-Statistic Result

Test	Value
F-Statistic	0.047
Sig.	0.954

The F-statistic test assessed the simultaneous effect of leadership style and work motivation on work productivity. As presented in Table 5, the F-statistic value was 0.047 with a significance level of 0.954, well above the 0.05 threshold, indicating that the combined effect of the two independent variables is not statistically significant. This leads to the rejection of hypothesis H3, which posited that leadership style and work motivation together significantly affect work productivity. The lack of a significant joint effect suggests that other factors, such as organizational climate or compensation, may be more influential in this context.

Table 6. Test Results of the Coefficient of Determination (R²)

Test	Value
R	0.145
R Square	0.021
Adjusted R Square	0.015
Std. Error of the Estimate	2.181

The coefficient of determination (R²) was calculated to evaluate the explanatory power of the regression model. As shown in Table 6, the R² value is 0.021, indicating that only 2.1% of the variation in work productivity is explained by leadership style and work motivation. The adjusted R² value of 0.015, which accounts for the number of predictors and sample size, further confirms the model's limited explanatory power. The standard error of the estimate is 2.181, reflecting the model's precision. These results, derived from the regression equation $Y = 24.599 - 0.021X1 + 0.000X2$, suggest that leadership style and work motivation have minimal influence on work productivity, and other unexamined factors likely play a more substantial role.

The insignificant findings for both leadership style and work motivation contrast with prior studies that reported significant relationships. This discrepancy may stem from contextual factors at the Institut Bisnis dan Komputer Indonesia, such as its small size (48 employees and lecturers), the mix of academic and administrative roles, or the specific leadership and motivational strategies employed. The negative coefficient for leadership style (-0.021), though insignificant, suggests a potential inverse relationship that could be explored in future research with larger samples or different organizational contexts. The small sample size may also limit statistical power, potentially masking subtle effects. These results highlight the need to consider alternative determinants of productivity, such as organizational culture, job satisfaction, or resource availability, to better understand performance dynamics in this setting.

DISCUSSION

The results presented that neither leadership style nor work motivation has a statistically significant effect on work productivity. The constant value of 24.599 with a t-value of 5.013 and a significance level of 0.000 confirms that the model itself is valid. However, the findings show that leadership style (X1), with a coefficient of -0.021, t-value

of -0.299 , and significance level of 0.766 , does not contribute significantly to changes in productivity. This result aligns with Mahanani (2024), who found that digital leadership does not influence employee performance, especially among millennial employees. Similarly, work motivation (X2) records a coefficient of 0.000 , t-value of 0.006 , and significance level of 0.995 , also showing no significant impact on productivity outcomes. This result aligns with Fiqlly (2024), where the motivation does not affect productivity directly.

The insignificant role of leadership style contradicts some existing studies that suggest leadership plays a critical role in shaping productivity outcomes. For example, Asamani et al. (2016) found that supportive leadership styles among nurse managers were linked with productivity improvements, though productivity losses still occurred due to systemic challenges such as staff shortages. They emphasized the need for performance benchmarks and supervision to address productivity gaps. In contrast, this study suggests that the leadership style is exercised. may not have been sufficiently influential to alter employee performance. One possible explanation is that leadership practices in this context are not aligned with employees' expectations or the organizational culture, leading to a minimal observable effect. This finding is also inconsistent with Sembiring (2020), who reported a significant positive relationship between leadership style and productivity.

Similarly, the lack of influence of work motivation on productivity presents a paradox when compared with prior research. Motivation has generally been considered a driving factor in boosting employee productivity, as organizations that create supportive environments and provide adequate incentives often observe stronger performance outcomes (Djunaid & Astuti, 2024). Motivation can take intrinsic forms, such as personal satisfaction and professional growth, or extrinsic forms, such as financial rewards and recognition. Previous studies have emphasized that both types are necessary to sustain high levels of productivity (Chul et al., 1995; Ikhsan et al., 2019; Syamsir, 2020). However, in this case, the statistical insignificance suggests that the motivational systems in place may not be effective enough to encourage higher productivity among staff and lecturers.

This result highlights the importance of evaluating the current motivational practices within the organization (Niyivuga et al., 2019). Leaders must ask why employee motivation is not translating into measurable productivity gains. The motivational strategies may be outdated, not aligned with employee needs, or overshadowed by other challenges, such as limited resources, administrative constraints, or organizational climate. As noted by Chul et al. (1995), motivation requires continuous reinforcement through supportive leadership and meaningful incentives to achieve long-term productivity improvements. Without this reinforcement, even motivated employees may struggle to sustain high performance.

The findings suggest that neither leadership style nor work motivation, in their current forms, significantly affects productivity at the institution. This calls for organizations to re-examine both leadership approaches and motivational strategies to ensure they are relevant, adaptive, and responsive to employee needs. Aligning leadership practices with organizational culture and designing motivation systems that address both intrinsic and extrinsic factors may help bridge the current gap between theory and practice in enhancing work productivity.

CONCLUSION

This study aimed to investigate the influence of leadership style and work motivation on work productivity at the Institut Bisnis dan Komputer Indonesia. The findings reveal that neither leadership style nor work motivation, individually or jointly, significantly impacts employee productivity. These results suggest that the current leadership approaches and motivational strategies within the institution do not effectively drive performance outcomes. Instead, productivity appears to be influenced by other factors not

examined in this study, highlighting the need for organizations to reassess their strategies to enhance employee performance and achieve organizational goals.

The implications of these findings underscore the importance of aligning leadership practices with the institution's unique cultural and operational context, such as adopting transformational leadership to inspire employees or implementing performance-based incentives to boost motivation. However, the study's limitations, including its small sample size of 48 respondents and focus on a single institution, restrict the generalizability of the results. Future research should explore additional variables, such as organizational climate, employee engagement, or compensation structures, using larger and more diverse samples across multiple institutions to provide a more comprehensive understanding of productivity drivers. Comparative studies between academic and non-academic settings could also offer valuable insights into context-specific factors affecting performance.

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