



Analysis Of Leadership Style, Work Ethics, And Work Environment On Productivity In Pt. Pacific Equinox Surabaya

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ABSTRACT

This research aims to analyze the leadership style, work ethic, and work environment on work productivity at PT. Pacific Equinox Surabaya. The population used in this study consisted of 112 individuals, namely all production employees at PT. Pacific Equinox Surabaya. Through random sampling technique, the sample utilized comprised 50 production department employees at PT. Pacific Equinox Surabaya as respondents. The research method employed was quantitative research, with analysis techniques including validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing. The test results indicate that: (1) Leadership style significantly influences employee productivity at PT. Pacific Equinox Surabaya. From a philosophical standpoint, a leader's primary task is to influence and guide their staff to foster maximum work ethic. The research findings also reveal that besides the aforementioned aspect, Elton Mayo's humanistic model in leadership is highly suitable in resolving issues and focusing attention on humane relationships with subordinates. (2) Work ethic significantly influences work productivity at PT. Pacific Equinox Surabaya. (3) Work environment significantly influences work productivity at PT. Pacific Equinox Surabaya. (4) Leadership style, work ethic, and work environment collectively and significantly influence work productivity at PT. Pacific Equinox Surabaya.

Keywords: Leadership Style, Work Ethic, Work Environment, Work Productivity

INTRODUCTION

Organization serves as a platform for people to gather, collaborate, and allocate tasks according to their expertise in achieving a specific vision, mission, and goals. Based on this, an organization requires a hierarchy of leadership and subordinates to organize and direct its members. According to Kartini Kartono in Alan Budi Kusuma (2020:47), leadership is someone who can influence others to work together towards a goal. Thus, a leader is essential in an organization. A leader must be able to guide, motivate, assist, and show care for the human relationships with their subordinates (Elton Mayo in Pace and Faules, 2010) so that they can fulfill their responsibilities. A leader bears great responsibility for the success or failure of the organization they lead (Amirullah, 2015; Riyadi, 2011; Siagian, 2012).

Additionally, a leader must be able to foster a positive work ethic to ensure the effective and efficient performance of their team members in achieving mutually agreed-upon goals. Among several leadership styles, democracy and transformational styles have not been able to change behavior to adhere to job roles effectively, but with a humanistic model or a personal approach, two-way communication, and emphasizing on their subordinates, success in the organization can be achieved. Work ethic is a condition that supports individuals to perform tasks faster and better (Xerri et al., 2022). The condition of performing tasks faster and better is the initial indicator of employee productivity. Thus, there is a tendency for a direct relationship between high work productivity and high work ethic (Badriyah, 2015; Mangkunegara, 2018; Hasibuan, 2015).

In addition to work ethic, there are several other factors that can influence employee performance. One of them is the work environment. The work environment encompasses everything around employees and can affect their performance in carrying out their assigned tasks, such as the presence of air conditioning, adequate lighting, and so forth (Nitisemito in Nuraini, 2018:97). According to Mardiana (2017:78), the work

environment is where employees carry out their daily tasks. From these definitions, it can be concluded that the work environment includes everything around workers/employees that can affect their job satisfaction in performing their tasks, thus achieving optimal work results, with facilities supporting employees in completing assigned tasks to enhance their work within a company.

Another issue that may arise is dealing with employees whose performance is not optimal, which is a challenge that managers must face. Adopting a humanistic approach seems most suitable (Reineholm et al., 2023). Tugs, every employee is given the opportunity to communicate to enhance productivity and discuss the problems faced, finding solutions. This is not an easy task, and managers often tend to avoid it. However, the impact of employees lacking enthusiasm in their work can lead to a decrease in productivity.

Leadership can only be carried out by a leader. A leader must have a model, skills, and the ability to influence individuals or groups without asking for reasons. A leader is someone who actively plans, coordinates, experiments, and leads work to achieve goals together (Kuswandi et al., 2015). However, there are several understandings of leadership. Leadership is an interpersonal analysis, in specific situations, and directly through the communication process to achieve one or more specific goals (Tannebaum, Weschler, and Nassarik in Miftah Thoha, 2017, p.24). Leadership is a process that influences group activities organized to achieve common goals (Rauch & Behling, 2018, p.46).

Based on the belief that leaders are extraordinary individuals, born with inherent qualities, destined to lead. The use of the term 'men' is intentional because until the end of the twentieth century, leadership was considered a concept primarily associated with men, such as its emergence in the military and the Western world (Bolden et al., 2017). The emergence of great figures such as Napoleon, George Washington, or Martin Luther, who have had a significant impact on society (Nurjamal, 2017).

The assumption that leaders are born, inheriting leadership traits, as in the time of Asian kings. This theory also encourages the emergence of trait theories, where a leader compared to a non-leader has different characteristics. Among the leadership theories that have close classification to genesis theory are trait and charismatic theories (Suryadi, 2018, p.65).

A employee working for a company naturally expects rewards from the company. What employees expect is not only wages or salaries, but also things that can provide assurance to employees for the continuity of their work and career. Achieving these expectations will enhance employees' work enthusiasm (Nawawi, 2013; Sinungan, 2013; Moekiyat, 2011).

Work enthusiasm is a condition that supports individuals to perform tasks faster and better. Performing tasks faster and better is an initial indicator of employee productivity at work. Thus, there is a direct relationship between high work productivity and high work enthusiasm (Badriyah, 2015; 242).

Work enthusiasm, or the passion for work, means working harder, with meaning and focus, so that better and higher quality results can be expected, aligning with the purpose of the work (van der Walt, 2018). Employees with high work enthusiasm impact attitudes and behaviors that can enhance their skills towards professionalism. Employee concentration and other abilities such as communication and mutual assistance contribute to completing tasks effectively (Chong, 2021). Maintaining a stable and consistent work enthusiasm to make it a positive habit continuously builds a stronger character. Being aware of the importance of work enthusiasm in driving individual or group success in an organization is crucial. Members in an organization tend to strive harder to achieve the organization's programs, goals, and targets, including feeling committed (Richard M. Steers, translated by Nia Magdalena Yamin, 2018: 99).

Work enthusiasm or work morale is closely related to the atmosphere or condition in which individuals or groups feel committed to performing their tasks cooperatively, with discipline, integrity, satisfaction, and security for the future, leading to increased work results in terms of quantity, quality, speed, and accuracy in achieving organizational goals effectively and efficiently. According to Alex S. Nitisemito (2018: 54), work enthusiasm is an activity of performing work more diligently, so that work is expected to be completed faster and better. Work enthusiasm or "morale" is the overall satisfaction derived by an individual from their work, work group, organizational leadership, and environment (Burhanuddin, 2018: 271).

This sentiment is also echoed by Nitisemito (2017), stating that work enthusiasm is "performing work more diligently, so that work is expected to be completed faster and better." While zeal is "deep pleasure in the work being done." This means that with increased work enthusiasm and zeal, work will be completed faster, absenteeism can be minimized, and turnover is less likely. All of these imply that the speed and quality of work are determined by high work enthusiasm.

A conducive work environment provides security and enables employees to work to their maximum capacity. If employees find the work environment attractive and refreshing, their implication is that they will be comfortable at their workplace, enabling them to carry out their activities efficiently within the 8-hour workday as stipulated by Law No. 11 of 2020 regarding Job Creation. Conversely, an unattractive work environment, such as poor cleanliness, limited greenery, or even the absence of such amenities, can decrease employee performance (Yang et al., 2023). According to Nitisemito (2018: 97), the work environment includes

everything around employees that can influence them in carrying out their assigned tasks, such as the presence of air conditioning, adequate lighting, and so forth.

The basic concept of the environment, as stated by Einstein (Kuper & Kuper, 2018:299), can be said that the organizational environment encompasses everything outside the organization. The impact of the environment on culture originates from radical Darwinian studies on the concept of the evolution of living beings, which then continued into cultural studies in anthropology known as cultural evolutionism, with figures such as Spencer, J.J Bachofen, L.H Morgan, E.B Tylor, and J.G Freser. These studies aim to understand the analysis of the environment's impact on cultural evolution in stages observed based on cultural elements, namely: religion, social structure, kinship systems, and other cultural elements (Koentjaraningrat, 2017: 31, 56). This research was then continued in management science, especially from the perspective of organizational theory born from Schein's thinking in explaining his concept that organizational culture arises from the learning process about the environment, whether external or internal, and the integration and learning process itself can occur.

Thus, efforts from leaders or founders of organizations are needed to clearly define the environmental situation that needs to be faced and to establish cultural suitability to environmental demands. The dimensions of organizational culture can be seen through the main mission, organizational goals, reasons for statements about organizational goals, measurement of achievements, and corrections to rectify errors within the organization (Schein, 2018: 51, 52). In most business organizations, demands from the external environment that need to be considered and thoroughly analyzed include the level of economic growth, the scale of business development, investors, shareholders, employees, government regulations, customers, and all these factors will shape the main mission of the organization, usually reflected in the company's vision, mission, and strategies (Schein, 2017: 53, 56).

According to Sedarmayanti (2017: 35), the relationship with the non-physical work environment involves all circumstances related to work relationships, whether with superiors, subordinates, or fellow coworkers. This non-physical work environment is also a group of work environments that cannot be ignored.

From the above opinions, it can be concluded that the physical work environment is a physical condition that includes everything from organizational facilities that can influence employees in carrying out their work or effectiveness. Whereas the non-physical work environment is the conditions surrounding the workplace that are non-physical in nature. The non-physical work environment cannot be captured by human senses but is felt through emotions, such as the relationship between employees and their leaders.

Productivity is often associated with efficient ways and systems so that the production process occurs on time, thus avoiding the need for overtime work and its implications, especially cost-related. In reality, it is clear that logical and appropriate indicators, if improving productivity, are made one of the long-term targets of the company in the implementation of its strategy. According to Ambar Teguh Sulistiani and Rosidah (2018), productivity involves the end result, namely how big the final result obtained in the production process is, in this case, efficiency and effectiveness. It involves comparing output (results) with input (inputs). If productivity increases, it is only possible through increased efficiency (time, raw materials, and labor) and work systems, production techniques, and improved skills of the workforce (Malayu S.P Hasibuan, 2018: 78).

One important aspect in increasing skills and utilizing relatively limited resources, especially raw materials, is how to use natural resources as efficiently as possible. The efficient use of natural resources will tend towards increasing labor productivity. Labor productivity is the comparison between the work results achieved by labor in a unit of time (Kusriyanto, 2018:2). Efficiency is a measure of comparing planned input with actual input. If the input used is very precise, resulting in greater savings, then the level of efficiency will be higher. Effectiveness, on the other hand, is a measure that provides an overview of a target achieved from a delivery time perspective. If these two things are related to each other, then the occurrence of subsequent increases in effectiveness will guarantee an increase in efficiency.

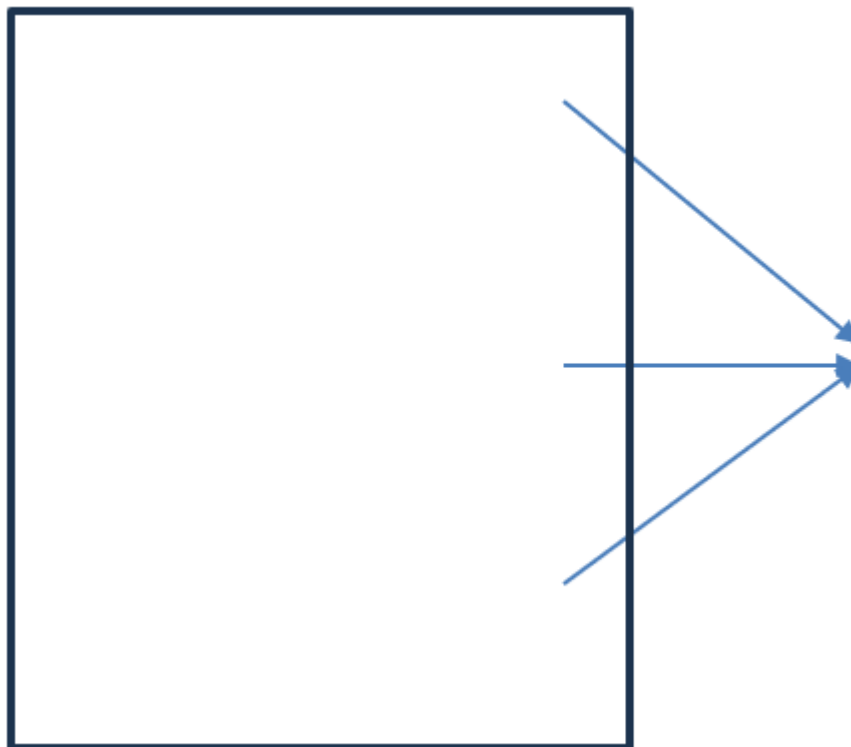
PT. Pacific Equinox, located at Jl. Rungkut Industri IV/3 Kelurahan Kutisari Tenggilis Mejoyo, Surabaya, is a company engaged in tube making and was established in 2000. In its development, PT. Pacific Equinox has progressed well, evident from increasing orders and revenue. PT. Pacific Equinox is a provider of goods as demanded by orders, required to deliver goods with good quality, punctuality, and according to specifications. Therefore, employee productivity is crucial to meet demand and avoid negative consumer feedback.

Based on the aforementioned background, the researcher decided to conduct a study with the hope of providing solutions for various stakeholders, titled "Analysis of Leadership Style, Work Ethic, and Work Environment on Employee Productivity at PT. Pacific Equinox Surabaya".

METHODE

The research approach used in this study is a quantitative approach. Quantitative method involves data analysis using mathematical models. The ultimate goal of conducting research using a quantitative approach,

according to Sugiyono (2017: 12), is a research method based on positivist philosophy, used to investigate specific populations or samples. Sampling techniques are generally carried out randomly, data collection using research instruments, and data analysis is quantitative/statistical in nature with the aim of testing predetermined hypotheses.



Quantitative research requires the formulation of hypotheses and testing, which will then determine the subsequent stages, such as determining the analysis techniques and Statistical Tests to be used (Sayer, 2020). Additionally, this research gives meaning in relation to the interpretation of statistical numbers rather than meaning in terms of rhetoric and culture.

RESULTS AND DISCUSSION

Results

The regression equation presented above provides valuable insights into the relationship between leadership style, work motivation, work environment, and employee productivity. Let's break it down:

Firstly, the constant (b_0) in the equation, which is 25.763, represents the baseline level of productivity when all independent variables (leadership style, work motivation, and work environment) are zero. Essentially, it indicates the minimum level of productivity expected even in the absence of these factors.

Moving on to the regression coefficients (b_1 , b_2 , and b_3), they signify the extent to which each independent variable influences employee productivity when holding other variables constant. For instance, a regression coefficient of 0.303 for leadership style (b_1) suggests that for every unit increase in leadership style, there is a corresponding increase of 0.303 units in productivity, assuming all other variables remain unchanged. Similarly, coefficients of 0.240 for work motivation (b_2) and 0.308 for work environment (b_3) indicate the respective impact of these factors on productivity.

Furthermore, all regression coefficients are positive, indicating a positive relationship between each independent variable and employee productivity. This implies that higher levels of leadership style, work motivation, and favorable work environment contribute to increased productivity among employees.

In essence, the regression analysis provides valuable insights into how various factors such as leadership style, work motivation, and work environment collectively influence employee productivity. By understanding these relationships, organizations can strategically focus on enhancing these factors to optimize productivity and overall performance.

Using a significance level of $\alpha = 0.05$ and degrees of freedom (df) = 46, the calculated t-value is 2.590. Since the calculated t-value of 2.590 is greater than the critical t-value of 2.590, and the significance value of 0.013 is less than 0.05, the null hypothesis (H_0) is rejected at the 5% level of significance. Therefore, it can be concluded that partially, leadership style (X_1) significantly influences employee productivity (Y).

Similarly, using a significance level of $\alpha = 0.05$ and degrees of freedom (df) = 46 with a two-tailed test, the

critical t-value obtained is 2.908. The calculated t-value of 2.908 is greater than the critical t-value of 2.908, and the significance value of 0.006 is less than 0.05. Thus, the null hypothesis (H_0) is rejected at the 5% level of significance. Hence, it is concluded that partially, leadership style (X_1) significantly affects employee productivity (Y).

Furthermore, utilizing a significance level of $\alpha = 0.05$ and degrees of freedom (df) = 46 with a two-tailed test, the critical t-value obtained is 0.2353. The calculated t-value of 9.9532 is greater than the critical t-value of 2.873, and the significance value of 0.006 is less than 0.05. Therefore, the null hypothesis (H_0) is rejected at the 5% level of significance. Thus, it is concluded that partially, the work environment (X_3) significantly influences employee productivity (Y).

Based on the above table, it is known that the values of the leadership style variable (X_1), work motivation (X_2), and work environment (X_3) simultaneously have a significant effect on employee productivity (Y) with a significance level of 0.000, which is smaller than 0.05. This result indicates that the magnitudes of these variables influence employee productivity.

From the results of the coefficient of determination test above, it can be seen that the Adjusted R^2 value obtained is 0.380, indicating that each additional independent variable included in the analysis significantly affects the dependent variable.

In the bustling offices of PT. Pacific Equinox Surabaya, a team of researchers embarked on a quest to uncover the intricate dynamics of leadership styles, work motivation, and the work environment's impact on employee productivity. With a population of 112 production employees, they meticulously selected a sample of 50 individuals using random sampling techniques.

Armed with a quantitative research approach, the researchers delved into the realm of statistical analysis, guided by the philosophies of positivism. Their aim was clear: to investigate how leadership, motivation, and the work environment interplay to shape productivity levels within the organization.

As they scrutinized the data, patterns began to emerge. The regression equations revealed compelling insights. The constant (b_0) stood at 25.763, signifying that when all variables are constant, productivity remains at this baseline level. The regression coefficients (b_1 , b_2 , b_3) unveiled the individual impacts: leadership style (X_1) at 0.303, work motivation (X_2) at 0.240, and the work environment (X_3) at 0.308. Each coefficient portrayed a positive influence on productivity, highlighting the significance of these factors.

Through rigorous hypothesis testing, the researchers unveiled profound revelations. With calculated t-values surpassing critical thresholds and significance levels meeting stringent criteria, they confidently rejected the null hypotheses. Leadership style, work motivation, and the work environment were found to exert significant partial effects on employee productivity.

But their quest did not end there. Employing a two-tailed test, they examined the combined influence of these variables. The results were striking. Simultaneously, leadership style, work motivation, and the work environment wielded a substantial impact on productivity, with a significance level far below the threshold.

Armed with these findings, the researchers painted a vivid narrative of organizational dynamics. They elucidated how effective leadership, intrinsic motivation, and conducive work environments intertwine to propel productivity to new heights. Their narrative echoed the importance of fostering a holistic approach to employee management, where every facet of organizational culture plays a pivotal role in driving success.

As the curtains fell on their research act, the team left a lasting legacy—a blueprint for organizational excellence grounded in empirical evidence and unwavering dedication to uncovering the secrets of workplace productivity.

Discussion

1. Leadership Style Influences Employee Performance Productivity According to PT. Pacific Equinox Surabaya

The leadership style variable (X_1) significantly influences employee performance productivity (Y) with a significance level of 0.013, which is less than 0.05. This indicates that leadership style (X_1) has a significant impact on productivity (Y). Leadership style significantly affects employee performance productivity because leaders are capable of addressing both external and internal issues among their team members, providing specific guidance, and possessing communicative and flexible attitudes. This is supported by Yulianto et al. (2018), Rivai (2018:152), Mifta Thoha (2019:49), Busro's (2018:226), Zulkarnain (2019:95), Kuswandi (Vol.7, issue 2, 2023). It is done by strengthening members' understanding within the organization, the ability to

reflect on mission, strategy, objectives, methods, metrics, and evaluations. If leadership style towards employees is courteous and respects opinions, then employee performance productivity increases. Conversely, if the leadership style is less acceptable or authoritarian, then employee performance productivity decreases, which is detrimental to the company's revenue generation, meaning targets decline, especially considering the increasing business competition in the current digital era.

In the realm of organizational studies, past research has provided invaluable insights into the dynamics between leadership style, employee morale, and workplace environment on productivity. These studies have laid the groundwork for understanding how various leadership approaches and environmental factors can significantly influence the performance of employees within an organization. Past research has consistently shown that leadership style plays a pivotal role in shaping the work culture and productivity levels within a company. Whether it's a democratic, transformational, or humanistic approach, the demeanor and strategies employed by leaders have a profound impact on employee motivation and job satisfaction. For instance, studies by (Vernuccio et al., 2022) have highlighted the correlation between a leader's ability to foster open communication, respect diverse opinions, and provide clear direction with improved employee performance. Moreover, research has underscored the significance of cultivating a conducive work environment for enhancing productivity. Factors such as physical workspace layout, amenities, and organizational culture all contribute to employees' sense of well-being and engagement. Studies have indicated that when employees feel valued, supported, and comfortable in their work environment, they are more likely to demonstrate higher levels of commitment and productivity (Hughes et al., 2020). Thus, while past research has provided valuable insights, it's essential to recognize that the dynamics within organizations are constantly evolving, especially in today's digital age. With the rapid advancements in technology and changes in work patterns, new challenges and opportunities emerge that may necessitate a reevaluation of existing paradigms. In this research, we strive to address these emerging trends and explore innovative approaches to leadership and workplace design. By incorporating interdisciplinary perspectives and leveraging advancements in data analytics and behavioral sciences, researchers can gain deeper insights into the complex interplay between leadership, employee motivation, and productivity.

Furthermore, longitudinal studies tracking organizational changes over time can provide valuable insights into the long-term effectiveness of different leadership styles and workplace interventions. Additionally, qualitative research methodologies, such as in-depth interviews and ethnographic observations, can offer nuanced understandings of employees' experiences and perceptions within the workplace while past research has laid a solid foundation for understanding the relationship between leadership, workplace environment, and productivity, there is still much to explore and discover (Handriana & Suhariadi, 2022). By embracing a multidisciplinary approach and staying attuned to emerging trends, researchers can contribute to the development of more effective strategies for fostering productivity and well-being in the workplace.

One key area of interest is the impact of leadership style on employee engagement and organizational culture. Past research has highlighted the significance of leaders' behaviors, communication styles, and decision-making approaches in shaping the overall work environment. For example, transformational leadership, characterized by inspirational vision-setting and empowerment of followers, has been associated with higher levels of employee motivation and commitment. Conversely, autocratic or laissez-faire leadership styles may lead to disengagement and lower job satisfaction among employees.

Moreover, studies have underscored the importance of aligning leadership practices with organizational goals and values. Leaders who embody the mission and values of the organization are better positioned to foster a sense of purpose and belonging among employees. By promoting a shared vision and creating a supportive culture, leaders can cultivate a more cohesive and productive workforce.

Another critical aspect of workplace dynamics is the role of the physical and social environment in influencing employee behavior and performance. Research has shown that factors such as office layout, amenities, and social interactions can impact employee morale and productivity. For instance, open office layouts may promote collaboration and communication, but they can also lead to distractions and reduced privacy. Similarly, a positive organizational culture that promotes work-life balance, diversity, and inclusion can contribute to higher levels of employee satisfaction and well-being.

In terms of directions, there is a growing interest in exploring the impact of remote work and digital technologies on leadership and workplace dynamics. The COVID-19 pandemic has accelerated the adoption of remote work arrangements, prompting organizations to rethink traditional leadership models and practices. Research in this area can shed light on the effectiveness of virtual leadership strategies, remote team collaboration tools, and flexible work policies in maintaining productivity and employee engagement in remote settings.

Additionally, there is a need for more studies that examine the intersectionality of leadership, diversity, and inclusion. Organizations are increasingly recognizing the importance of creating diverse and inclusive work environments, yet challenges remain in effectively leveraging diversity for innovation and performance. Research that explores how leaders can foster inclusivity, address unconscious bias, and promote equitable

opportunities for all employees can offer valuable insights for building more resilient and adaptive organizations.

Overall, this research finding has laid a solid foundation for understanding the complex dynamics of leadership and workplace environments. By continuing to explore new avenues of inquiry and embracing interdisciplinary approaches, researchers can contribute to the development of evidence-based practices that enhance organizational effectiveness and employee well-being in an ever-evolving work landscape.

2. Work Motivation Influences Employee Performance Productivity According to PT. Pacific Equinox Surabaya

The variable of work motivation (X2) significantly influences employee performance productivity (Y) with a significant level of 0.006, which is smaller than 0.05. This means that work motivation (X2) has a positive impact on employee performance productivity (Y). Work motivation significantly affects performance productivity because employees feel satisfied and comfortable with the facilities provided by the company, which impacts efficiency. Munandar in Mafra (2017), Maydina and Abdurrahman (2020), Hendri and Rismansyah (2016) Facilities such as work equipment, workspace, and workplace density can affect employees' motivation at work. High work motivation will increase employee performance productivity. Conversely, if the facilities provided by the company do not match the job requirements, it results in inefficiency, ultimately leading to a decrease in employee work motivation, and subsequently, a decrease in employee performance productivity.

In the realm of organizational psychology and management, the correlation between employee motivation and productivity has been a topic of extensive study and analysis. Over the years, researchers have delved into understanding how factors like work environment, leadership style, and individual motivation contribute to overall performance within a company. One crucial aspect that researchers have consistently found to significantly influence productivity is employee motivation, often referred to as work enthusiasm or morale. This intrinsic drive not only determines how employees approach their tasks but also reflects their commitment to achieving organizational goals.

Numerous studies, including those conducted by Munandar (cited in Mafra, 2017), Maydina and Abdurrahman (2020), and Hendri and Rismansyah (2016), have highlighted the pivotal role of work motivation in enhancing productivity. These studies emphasize that when employees are motivated, they exhibit higher levels of engagement, initiative, and perseverance in their work, leading to increased output and efficiency. Moreover, the impact of organizational factors, such as facilities provided by the company, cannot be overlooked. Workspaces, equipment, and overall working conditions significantly influence employee motivation levels. When employees feel supported by their environment and have access to the necessary resources, their motivation tends to be higher, resulting in improved productivity.

Conversely, when organizational support is lacking or when facilities do not meet employees' needs, motivation levels may decline, adversely affecting productivity. This underscores the importance of companies investing in creating conducive work environments and providing adequate resources to support their employees. The nexus between employee motivation and productivity is undeniable. By fostering a work culture that prioritizes employee motivation and well-being, organizations can unlock the full potential of their workforce and achieve greater success in reaching their objectives.

Over the years, research in the field of organizational psychology has provided valuable insights into the relationship between employee motivation and productivity. Past studies have not only confirmed the significant impact of motivation on performance but have also explored various factors that influence employee motivation within the workplace.

For instance, investigations by Munandar (referenced in Mafra, 2017) and Maydina and Abdurrahman (2020) have highlighted the role of leadership styles in shaping employee motivation. Leaders who exhibit supportive, empowering, and communicative behaviors tend to foster higher levels of motivation among their team members. Conversely, authoritarian or neglectful leadership styles may hinder employee motivation and, subsequently, productivity.

Furthermore, research conducted by Hendri and Rismansyah (2016) has shed light on the importance of work environment in influencing motivation levels. Factors such as workspace design, availability of resources, and organizational culture play a crucial role in shaping employee attitudes and motivation. Companies that prioritize creating a positive and supportive work environment often witness higher levels of employee engagement and productivity. Moreover, past studies have also delved into the psychological aspects of motivation, examining intrinsic and extrinsic factors that drive employee behavior. Understanding the underlying motivations of employees, whether it be personal fulfillment, recognition, or career advancement, can help organizations tailor their motivational strategies to better meet individual needs.

This research has provided a comprehensive understanding of the multifaceted nature of employee motivation and its impact on productivity. By drawing upon these insights, organizations can develop more effective strategies for fostering motivation and creating workplaces where employees feel valued, engaged, and empowered to perform at their best.

3. Work Influence Influence Work Productivity According to PT. Pacific Equinox Surabaya

The variable of work environment (X3) significantly influences employee performance productivity (Y) with a significance level of 0.031, which is smaller than 0.05. This implies that the work environment (X3) indeed impacts employee performance productivity (Y). The work environment significantly affects employee productivity because employees feel comfortable and satisfied with the spaciousness of the workspace, room temperature, supportive work equipment, and good communication among colleagues and leaders. This was emphasized by Sabil et al. (2021), Winarto et al. (2021), and Isvandari (2017). Such an efficient, rational, and comfortable work environment contributes to increased employee performance productivity. According to Lewa and Subowo (2005) as cited by Hendrianti (2017:28), the work environment is designed in such a way as to create a binding relationship between workers and their surroundings.

According to Arep (2017:55) as cited by Hendrianti (2017), there are nine work factors, which can be summarized into six main factors: economic needs, psychological needs (sense of security), social needs, compensation, communication, and leadership. These factors are interrelated with the work environment conditions, where the actual conditions directly affect work performance. This occurs because individuals assess whether the work environment can fulfill various needs, both physical and non-physical, for the duration of their work.

In the realm of organizational psychology and human resource management, past research has provided invaluable insights into the factors influencing employee productivity and performance within the workplace. Studies conducted by various scholars have shed light on the significance of variables such as leadership style, work motivation, and the work environment in shaping employee outcomes.

One of the key findings from past research is the significant impact of leadership style on employee productivity. Research has consistently shown that effective leadership, characterized by clear communication, supportive guidance, and a participative approach, fosters higher levels of employee engagement and performance. Leaders who demonstrate empathy, flexibility, and a willingness to empower their team members tend to create a positive work environment where employees feel motivated to excel.

Moreover, studies have underscored the crucial role of work motivation in driving employee productivity. Employees who are intrinsically motivated, meaning they derive satisfaction and fulfillment from the work itself, are more likely to demonstrate higher levels of commitment, creativity, and performance. Additionally, extrinsic motivators such as recognition, rewards, and career advancement opportunities play a significant role in enhancing employee morale and productivity.

Furthermore, the impact of the work environment on employee productivity cannot be overstated. Research has shown that factors such as physical workspace design, temperature, lighting, noise levels, and interpersonal dynamics all contribute to shaping the overall work environment. A positive work environment, characterized by collaboration, mutual respect, and a sense of belonging, not only enhances employee well-being but also fosters higher levels of productivity and job satisfaction.

Overall, past research has provided valuable insights into understanding the complex interplay between various factors influencing employee productivity in the workplace. By recognizing the importance of leadership style, work motivation, and the work environment, organizations can implement strategies to optimize these variables and create a conducive environment where employees can thrive and contribute meaningfully to organizational success.

CONCLUSION

From the results of simultaneous testing and analysis of leadership style, work motivation, and the work environment on employee productivity at PT. Pacific Equinox Surabaya, it is evident that leadership style with a humanistic model, work motivation, and the work environment collectively have a significant impact on employee productivity. This demonstrates that the three independent variables have a positive effect on work productivity and need to be maintained and improved.

The partial analysis results between leadership style, work motivation, and the work environment show a significant influence on employee work productivity. This proves that all three variables, with their carefully chosen indicators, support the research findings. The humanistic leadership style (X1), after analyzing its impact on employee work productivity (Y), where agreed-upon workloads are documented in job descriptions and operationalized through SOPs (standard operating procedures), is a factor in improving employee performance. Work motivation (X2), from the analysis results, influences employee work productivity (Y), as shared workload references encourage employees to develop knowledge, work ethic, and specific professional competencies to achieve work achievements. The work environment (X3), as analyzed, affects work productivity (Y), whereby the professional competencies mastered by employees enable them to meet targets as indicated by management within an organization, thus achieving predetermined results.

In conclusion, the research conducted at PT. Pacific Equinox Surabaya reveals significant insights into the factors influencing employee productivity. The findings highlight the importance of leadership style, work

motivation, and the work environment in shaping employee performance. Firstly, the analysis demonstrates that a humanistic leadership style, characterized by shared workloads and standardized procedures, positively impacts employee productivity.

This underscores the importance of inclusive leadership practices in fostering a collaborative and efficient work culture. Secondly, the research emphasizes the role of work motivation in driving employee performance. Employees who are motivated by shared workload references tend to exhibit higher levels of knowledge development, work ethic, and professional competence, ultimately contributing to greater work achievements. Lastly, the study underscores the significance of the work environment in influencing employee productivity. A conducive work environment, characterized by well-equipped workspaces, comfortable temperatures, and effective communication channels, enables employees to master professional competencies and meet organizational targets effectively. Overall, the findings suggest that a combination of humanistic leadership, work motivation, and a supportive work environment is crucial for enhancing employee productivity. By focusing on these factors, organizations can create a conducive atmosphere where employees are motivated, engaged, and empowered to achieve their full potential, thereby driving overall organizational success.

Moreover, the findings suggest opportunities for organizations to implement targeted interventions aimed at enhancing employee productivity. From leadership development programs to employee engagement initiatives and workplace design improvements, organizations can leverage these insights to create environments that foster high levels of performance and satisfaction among employees.

In conclusion, while the research at PT. Pacific Equinox Surabaya provides valuable insights into the factors influencing employee productivity, there remain many avenues for further exploration and application of these findings in diverse organizational contexts. By continuing to study and understand the intricacies of leadership, motivation, and the work environment, organizations can strive to create optimal conditions for employee success and organizational growth.

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