

Research Articles

The Role of Motivation and Leadership Style in Increasing Employee Work Productivity at PT. Andalan Mandiri Busana Boyolali

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Abstract: The purpose of this study is to test and analyze the effect of work motivation and leadership style on employee productivity at PT. Andalan Mandiri Busana Boyolali. The focus of the study is directed at the sewing division which has a crucial role in the production process. The method approach in this study is quantitative explanatory. This study involved 100 respondents from employees of PT. Andalan Mandiri Busana Boyolali who were selected using purposive sampling techniques based on certain criteria. Data collection was carried out through a Likert-based questionnaire, then the data was analyzed through multiple linear regression tests with SPSS 25 software. The results of the analysis showed that work motivation had a positive and significant effect on employee productivity. Likewise, leadership style contributed significantly to improving workforce performance. Together, all independent variables have a major effect on increasing the productivity of the company's workforce. The results of the statistical test showed that the coefficient of determination (R^2) had a fairly high value, indicating that the variables of work motivation and leadership style were able to explain most of the variability in employee productivity. Furthermore, recommendations for management are to develop strategies to increase motivation and implement an adaptive and participatory leadership style to increase work efficiency and effectiveness in the company environment.

Keywords: Employee Motivation, Leadership Style, Productivity, Multiple Linear Regression, Human Resource Management.

1. Introduction

In the era of modern industrialization, companies are required to consistently optimize efficiency and effectiveness in carrying out their operational activities. . One of the key factors in achieving this success is improving the quality of human resources (HR) owned by the company. Human Resources with high competence and optimal productivity are the main assets in ensuring business sustainability, especially in the manufacturing sector such as PT. Andalan Mandiri Busana Boyolali. Effective HR management through the implementation of motivational strategies (Abdul Basit et al., 2018; Daryanto, 2020; Jonathan & Dewi, 2022) and the right leadership style (Liu et al., 2024; Putra & Renaldi, 2023) believed to be able to increase employee productivity.

PT. Andalan Mandiri Busana Boyolali is a manufacturing company engaged in garment production for export purposes. Based on initial observations, the company is experiencing challenges related to fluctuations in workforce productivity, especially in the sewing division which plays an important role in the production process. Data shows that between 2019 and 2022 there was a decline in production, although in 2023 there was an upward trend again. This phenomenon indicates that there are internal factors that influence employee productivity, such as the level of motivation and leadership style applied by management (Ridha, 2024) .

Various previous studies have shown that leadership has a significant influence on the level of workforce productivity (Andrian Mardiansyah & Muhammad Badar, 2023;

Received: June 25 2025

Revised: July 29 2025

Accepted: August 01 2025

Online Available : August 2025

Curr. Ver.: August 2025



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Anggraini, 2024; Laksmiari, 2019) . Hanaysha (2016) In their study of the manufacturing sector in Malaysia, it was found that transformational leadership has a substantial role in driving increased employee engagement and performance. This leadership style, which emphasizes inspiration, motivation, and individual development, has been shown to create a more dynamic and productive work environment . Furthermore, Siddiqui & Rida (2019) conducted a study in the Pakistani textile industry and found that both intrinsic and extrinsic motivation significantly influenced workforce productivity.

One of the important elements in encouraging employee enthusiasm and commitment to achieve company targets is motivation (work). Lack of appreciation, recognition, and opportunities for self-development for employees is often the cause of low motivation, which has a negative impact on work productivity (Fauzi et al., 2023) . In addition, an unadaptive leadership style can also worsen the condition. Leaders who are able to create a supportive, communicative work environment and provide positive encouragement will improve individual and team performance (Andayani, 2020) .

Meanwhile, leadership style has also been identified as an important factor that positively influences productivity (Na'im et al., 2024; NARINDRA et al., 2023; Wibisono et al., 2024) .

However, several other studies show different results. (Hidayat, 2021; Prayogi & Lesmana, 2021) found that motivation does not always have a positive influence, depending on the situation and conditions of the company. Likewise (Boyas & Rachmad, 2022; Hafiz & Soleha, 2023) , according to their research findings, leadership style does not show a significant influence on the level of work productivity . This study aims to explore in more depth the influence of work motivation and leadership style on workforce productivity at PT. Andalan Mandiri Busana Boyolali.

2. Literature Review

Work motivation

Motivation is a driving factor, either from within or outside the individual, which stimulates a person's enthusiasm to act in order to realize a goal . Hasibuan (2017) explains that the origin of the word motivation ' movere ' , which is a drive that directs individual behavior in achieving organizational targets. Motivation functions as a driver for employees to work optimally and consistently in achieving company targets (Abdul Basit et al., 2018) .

David McClelland in (Karepesina, 2023) also mentioned that motivation includes the need for achievement, affiliation, and power, which can encourage someone to improve their performance over a certain period of time. Work motivation is divided into intrinsic motivation, such as personal satisfaction and self-development, and extrinsic motivation such as rewards, bonuses, or recognition (Kanenge & Mwanza, 2023) . Research (Nadeem et al., 2014) in the textile industry sector of Pakistan shows that both types of motivation contribute significantly to increasing work productivity.

According to Chairyzha in (Laily & Mahfudiyanto, 2022) , Motivation indicators include a number of important aspects, including the drive to achieve goals, work ethic or spirit, the ability to show initiative and creativity, and a sense of responsibility in carrying out tasks. This drive reflects the individual's high motivation in achieving targets, while work spirit shows dedication to their duties. Initiative and creativity play a role in finding solutions, while responsibility reflects commitment to completing work. The drive to achieve goals reflects high individual motivation to achieve maximum performance, work spirit shows a positive attitude in carrying out tasks, while initiative and creativity describe the employee's ability to act proactively and innovatively. A sense of responsibility reflects the employee's commitment to completing tasks according to the set targets.

Leadership Style

Leadership is the ability to inspire, motivate, and empower individuals or groups to work collaboratively and effectively (Bwalya, 2023) . (Piwovar-Sulej & Iqbal, 2023) stated that leadership style is a typical behavior or behavioral pattern of a leader when directing, guiding, and motivating a group of people, which in turn influences the behavior of his followers. According to George R. Terry in (Nababan et al., 2023) , leadership style includes all activities aimed at influencing the behavior of others in order to achieve organizational goals. Leadership style refers to the characteristics and approaches used by a leader in influencing, directing, and guiding his subordinates to achieve organizational goals

effectively (Rivai & Mulyadi, 2016) . Hanaysha (2016) in his research in Malaysia, showed that transformational leadership style significantly increases employee engagement and drives productivity, especially in the manufacturing sector. Leadership style is an expression of the leader's leadership approach. Leadership style reflects the leader's preferences, values, and beliefs about how to lead and influence others effectively.

According to Handoko (2016) leadership style indicators include assertiveness in decision making, the ability to motivate subordinates to continue to develop, the ability to communicate effectively, and the leader's attention to the needs and welfare of employees. Assertiveness is needed to ensure that decisions taken can be accepted and implemented optimally. The motivation given by the leader encourages subordinates to work optimally, while open communication creates harmonious working relationships. Attention to the welfare of subordinates will increase their loyalty and productivity.

Employee Work Productivity

Employee productivity is the ratio between production output and resources used. (Hasibuan, 2017) . Productivity also reflects the time employees spend completing tasks that require execution and work results. (Singh et al., 2022) .

Increased productivity can be achieved through training, motivation, and good management by leaders (Sarwani et al., 2020) .

(Simamora, 2004) states that employee work productivity can be measured through several aspects, namely the ability to complete tasks, increase in work results achieved, consistent work spirit, continuous self-development efforts, quality of work results that meet company standards, and efficiency in the use of resources. Work ability shows the level of employee skills in carrying out tasks, while increased results reflect progress in productivity. High work spirit contributes to time efficiency, and self-development increases the quality of human resources. The quality of work results determines the quality of the products produced, and efficiency ensures optimal use of resources.

Framework of Thinking

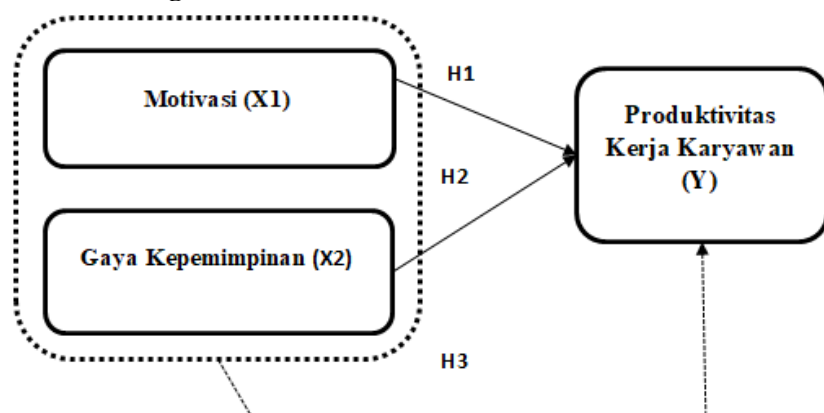


Figure 1 Thinking Framework

Hypothesis

H1: Motivation has a positive effect on increasing the work productivity of employees of PT. Andalan Mandiri Busana Boyolali

H2: Leadership style has a positive effect on increasing the work productivity of employees at PT. Andalan Mandiri Busana Boyolali

H3: Motivation and Leadership Style have a positive effect on increasing the work productivity of employees of PT. Andalan Mandiri Busana Boyolali

3. Research Methods

This study uses a quantitative approach with an explanatory research method to analyze the effect of work motivation and leadership style on employee productivity. This study was conducted at PT. Andalan Mandiri Busana Boyolali in the period from October 2024 to February 2025. The study population included all employees in the sewing division, totaling 785 people. From this population, a sample of 100 respondents was taken using a purposive sampling technique, based on the criteria of active employees who have a minimum work period of two months and are directly involved in the production process.

Data collection was conducted through the distribution of closed questionnaires with a five-point Likert scale, covering a range of answers from strongly disagree to strongly agree. This questionnaire was delivered directly to respondents to obtain primary data. In addition, secondary data was collected through internal company documentation and a review of various relevant literature.

This study has two independent variables, namely work motivation and leadership style, and one dependent variable, namely employee productivity. Each variable is measured using indicators developed from previous studies to ensure the validity and reliability of the research instrument.

Data analysis was performed using multiple linear regression through SPSS software version 25. To ensure the accuracy of the regression model used, a series of classical assumption tests were carried out, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing was carried out using the t-test to measure the significance of the influence of each independent variable, the F-test to assess the feasibility of the overall regression model, and the coefficient of determination (R^2) to determine the extent to which the independent variables can explain the variability of employee productivity.

4. Results And Discussion

Respondent Characteristics

Table 1 Respondent Characteristics

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	Man	16	16.0	16.0	16.0
	Woman	84	84.0	84.0	100.0
	Total	100	100.0	100.0	
Age					
	18-30 Years	28	28.0	28.0	28.0
	30-40 Years	57	57.0	57.0	85.0
	50-60 Years	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Source: Primary data processed by SPSS, 2025

Based on the data in Table 31, the composition of PT. Andalan Mandiri Busana Boyolali employees based on gender shows that the majority of the workforce is female, which is 84 people (84%), while male employees number 16 people (16%). This indicates that the workforce in this company is more dominated by women, which is likely adjusted to the characteristics of the garment industry which generally employs more female workers.

In terms of age group, the distribution of respondents shows that employees in the 30-40 age range are the largest group, which is 57 people (57%). Meanwhile, employees aged 18-30 years old number 28 people (28%), and those in the 50-60 age group are 15 people (15%). This data indicates that the majority of the workforce is of productive age, especially in the 30-40 year range, who usually have more mature and stable work experience in the manufacturing industry.

Validity Test

To test the validity of the research instrument, the analysis was conducted using IBM SPSS Statistics software. This validity test was conducted by comparing the calculated r value with the table r . In this study, the degree of freedom (df) value was calculated based on the formula:

$$df = n - 2 \quad df = n - 2 \quad df = n - 2$$

With a sample size of 100 respondents and a significance level of $\alpha = 0.05$, the r table value is 0.1966. A statement in the questionnaire is declared valid if the calculated r value is greater than the r table and has a positive correlation.

The results of the validity testing of the research instrument can be seen in the following table:

Table 3 Validity Test Results

Variables	Question Items	Corrected Item Question Total Correlation	r Table	Information
Motivation (X1)	X1.1	0.785	0.1966	Valid
	X1.2	0.713	0.1966	Valid
	X1.3	0.748	0.1966	Valid
	X1.4	0.770	0.1966	Valid
	X1.5	0.696	0.1966	Valid
	X1.6	0.753	0.1966	Valid
	X1.7	0.753	0.1966	Valid
Leadership Style (X2)	X2.1	0.588	0.1966	Valid
	X2.2	0.697	0.1966	Valid
	X2.3	0.812	0.1966	Valid
	X2.4	0.485	0.1966	Valid
	X2.5	0.524	0.1966	Valid
	X2.6	0.812	0.1966	Valid
Productivity (Y)	Y.1	0.377	0.1966	Valid
	Y.2	0.401	0.1966	Valid
	Y.3	0.527	0.1966	Valid
	Y.4	0.548	0.1966	Valid
	Y.5	0.609	0.1966	Valid
	Y.6	0.478	0.1966	
	Y.7	0.493	0.1966	
	Y.8	0.518	0.1966	Valid
	Y.9	0.483	0.1966	Valid
	Y.10	0.252	0.1966	Valid

Source : SPSS output processed 2025

Reliability Test

Table 4 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.787	3

Variables	Reliability Coefficients	Alpha	Information
Motivation (X1)	7 items	0.787	Reliable
Leadership Style (X2)	6 items	0.787	Reliable
Productivity (X3)	10 items	0.787	Reliable

Source: SPSS Output Data processed in 2025

Based on the table above, all variables have a Cronbach's Alpha value > 0.70 , which indicates that the instruments used in this study have a good level of reliability. Thus, the variables Motivation (X1), Leadership Style (X2), and Productivity (Y) are declared reliable and worthy of use in further analysis.

Normality Test

Table 5 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.53778891
Most Extreme Differences	Absolute	.058
	Positive	.046
	Negative	-.058
Test Statistics		.058
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Data Source: SPSS output processed in 2025

Based on the results of the Kolmogorov-Smirnov test, the Asymp. Sig. (2-tailed) value was obtained as 0.200, which is greater than the significance level of $\alpha = 0.05$. This indicates that the residual data in this study is normally distributed, so the assumption of normality has been met.

Multicollinearity Test

Table 2 Multicollinearity Test Results

Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Motivation	.633	1,580
	Leadership Style	.633	1,580
a. Dependent Variable: Productivity			

Data Source: SPSS output processed in 2025

Based on the results of the multicollinearity test, it is known that the Tolerance value for the Motivation (X1) and Leadership Style (X2) variables is 0.633, which is greater than 0.10. In addition, the VIF value for both variables is 1.580, which is still below the threshold of 10.0. Thus, it can be concluded that there is no multicollinearity in this regression model, so that the independent variables can be used for further regression analysis.

Heteroscedasticity Test

Table 3 Heteroscedasticity Test Results

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.366	1,382		2.435
	Motivation	.065	.059	.139	1.102
	Leadership Style	-.136	.080	-.213	-1,690
a. Dependent Variable: ABS_RES					

Data Source: SPSS output processed in 2025

Based on the results of the heteroscedasticity test, it is known that the significance value for the Motivation variable (X1) is 0.273 and the Leadership Style variable (X2) is

0.094. Both values are greater than the significance level of $\alpha = 0.05$, so it can be concluded that there is no symptom of heteroscedasticity in this regression model. Thus, the regression model used meets the assumption of homoscedasticity, so that the results of the regression estimation can be trusted.

Multiple Linear Regression Analysis Results

Table 4 Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,584	2.415		6,868	.000
	Motivation	.417	.103	.406	4.038	.000
	Leadership Style	.391	.140	.280	2,783	.006

a. Dependent Variable: Productivity

Data Source: SPSS output processed in 2025

$$Y = 16.584 + 0.417 X_1 + 0.391 X_2$$

Based on the results of multiple linear regression analysis, it was obtained that the variables Motivation (X1) and Leadership Style (X2) have a significant effect on Productivity (Y). The constant value of 16,584 indicates that when both independent variables are zero, the productivity level remains at that number. The regression coefficient of the Motivation variable of 0.417 indicates that every one-unit increase in Motivation will increase Productivity by 0.417 units, assuming other variables remain constant. Likewise, the regression coefficient of Leadership Style of 0.391 indicates that every one-unit increase in Leadership Style will increase Productivity by 0.391 units. Both variables have a significance value of less than 0.05, indicating that the relationship between Motivation and Leadership Style on Productivity is statistically significant. Thus, it can be concluded that both Motivation and Leadership Style have an important role in increasing employee productivity at PT. Andalan Mandiri Busana Boyolali.

T-test

To test the T test, the author uses analysis with IBM SPSS Statistics software. The results of the multiple linear regression analysis test can be seen in the following table:

Table 9 T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,584	2.415		6,868	.000
	Motivation	.417	.103	.406	4.038	.000
	Leadership Style	.391	.140	.280	2,783	.006

a. Dependent Variable: Productivity

Data Source: SPSS output processed in 2025

Based on the results of the T-test, it is known that the variables Motivation (X1) and Leadership Style (X2) have a partial effect on Productivity (Y). The t-count value for the Motivation variable (X1) is 4.038, which is greater than the t-table value of 1.660, with a significance value of $0.000 < 0.05$, so H1 is accepted. This shows that Motivation has a significant positive effect on employee Productivity at PT. Andalan Mandiri Busana Boyolali. Furthermore, the t-count value for the Leadership Style variable (X2) is 2.783, which is also greater than the t-table value of 1.660, with a significance value of $0.006 < 0.05$, so H2 is accepted. This means that Leadership Style has a significant positive effect on increasing employee Productivity. Thus, the results of this test strengthen the finding that

both Motivation and Leadership Style play an important role in improving the performance and productivity of the workforce in the company.

F Test

Table 10 F Test Results

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	391,153	2	195,577	29,754
	Residual	637,597	97	6,573	
	Total	1028.750	99		

a. Dependent Variable: Productivity

b. Predictors: (Constant), Leadership Style, Motivation

Data Source: SPSS output processed 2025

Based on the results of the F Test, it was obtained that the variables Motivation (X1) and Leadership Style (X2) simultaneously have a significant effect on Productivity (Y). The F-count value of 29,754 is greater than the F-table of 2,070, with a significance value of $0.000 < 0.05$, so H3 is accepted. This shows that together, Motivation and Leadership Style have a positive and significant effect on increasing the work productivity of PT. Andalan Mandiri Busana Boyolali employees. These results strengthen the finding that a combination of effective motivation and leadership factors can increase overall workforce productivity.

Coefficient of Determination (R²)

Table 11 Results of the Determination Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.843 ^a	.710	.701	2,564

a. Predictors: (Constant), Leadership Style, Motivation

Data Source: SPSS output processed in 2025

Based on the results of the Determination Coefficient Test (R²), it is known that the Adjusted R² value is 0.701 or 70.1%. This shows that the Motivation (X1) and Leadership Style (X2) variables are simultaneously able to explain the variation in Productivity (Y) by 70.1%, while the remaining 29.9% is influenced by other factors not included in this research model. Thus, it can be concluded that Motivation and Leadership Style have a strong contribution in increasing employee productivity at PT. Andalan Mandiri Busana Boyolali, although there are still other external factors that also affect work productivity.

5. Discussion

The results of the study indicate that motivation has a positive and significant effect on employee work productivity at PT. Andalan Mandiri Busana Boyolali. The regression coefficient value of 0.420 and a significance of $0.000 < 0.05$ indicate that the higher the level of motivation felt by employees, the higher the work productivity produced. This is in line with McClelland's theory which states that the drive for achievement, affiliation, and power are the main motivating factors for individuals to work better and achieve predetermined targets (McClelland in (Ansyari & Kasmir., 2018)).

High motivation creates a sense of responsibility for work and increases work enthusiasm. At PT. Andalan Mandiri Busana Boyolali, management efforts in providing awards, incentives, and opportunities for self-development also encourage increased motivation. This finding supports research by (Hashiguchi et al., 2020) and (Inggriany Novita Widiawaty et al., 2020) which shows that intrinsic and extrinsic motivation have a significant influence on improving employee performance, especially in the manufacturing industry sector.

In addition, leadership style has also been shown to have a positive and significant effect on employee work productivity, with a regression coefficient value of 0.298 and a significance of $0.000 < 0.05$. The leadership style applied by company management, which is more participatory and communicative, is able to increase employee involvement in the work process. Leaders who provide clear direction, are able to motivate, and pay attention to employee welfare create a conducive work environment.

This finding supports the theory of transformational leadership, as explained by (Hanaysha, 2016) that visionary and supportive leaders are able to encourage employee productivity through empowerment and ongoing motivation. Research (Na'im et al., 2024; Prayogi & Lesmana, 2021) states that the right leadership style significantly increases workforce productivity.

Simultaneously, the F test shows that motivation and leadership style together have a significant effect on work productivity, with a calculated F value of 89.722 and a significance of $0.000 < 0.05$. These results strengthen the findings of previous research by Fauzi et al. (2023), which concluded that these two variables have a major contribution in encouraging the achievement of optimal productivity in the work environment.

The coefficient of determination (R^2) of 0.651 shows that 65.1% of the variation in employee work productivity can be explained by motivation and leadership style, while the remaining 34.9% is influenced by other factors such as work environment conditions, production facilities, and the reward system implemented by the company.

Contextually, the results of this study indicate that PT. Andalan Mandiri Busana Boyolali has implemented an effective human resource management strategy, especially in terms of providing motivation and implementing a leadership style that encourages employee involvement. However, to increase productivity optimally, the company needs to continue to strengthen other external factors such as improving work facilities, production technology, and ongoing training programs.

6. CONCLUSION AND SUGGESTIONS

Based on the results of the research and discussion that has been done, it can be concluded that motivation and leadership style have a positive and significant effect on employee work productivity at PT. Andalan Mandiri Busana Boyolali, both partially and simultaneously. Work motivation is the main factor that drives employees to improve performance, indicated by high work enthusiasm, sense of responsibility, and desire to achieve production targets. On the other hand, the leadership style applied by management, especially those that are participatory and communicative, is able to create a conducive work environment that increases employee productivity. Simultaneously, these two factors contribute 65.1% in influencing employee work productivity, while the rest is influenced by other factors not examined in this study.

Based on these findings, it is suggested to the management of PT. Andalan Mandiri Busana Boyolali to continue to improve employee motivation through the provision of awards, incentives, and career development opportunities. In addition, it is important for company leaders to maintain and strengthen an adaptive and participatory leadership style, in order to encourage active employee involvement in the work process. For further research, it is suggested to consider other variables that also affect work productivity, such as the work environment, compensation system, or production technology factors, in order to obtain more comprehensive results.

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