

## THE EFFECT OF LEADERSHIP STYLE AND WORK MOTIVATION ON EMPLOYEE WORK PRODUCTIVITY IN THE BATAM CITY GOVERNMENT WITH THE WORK ENVIRONMENT AS AN INTERVENING VARIABLE

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### Abstract

This research analyses the influence of leadership style and work motivation on employee productivity in the Government of Batam City (Pemko Batam), considering the work environment as an intervening variable. The methodology used is a mixed approach of qualitative and quantitative methods. For the qualitative approach, in-depth interviews, field observations, and document studies related to the research object were conducted. Meanwhile, for the quantitative approach, a survey was conducted with 250 employees within Pemko Batam, with data collected through questionnaires distributed using purposive sampling. The results show that both qualitative and quantitative approaches have the same correlational results: leadership style significantly affects employee productivity, work motivation has a positive relationship with employee productivity, and the work environment proves to serve as an intervening variable that influences the relationship between leadership style and work motivation with employee productivity in the Government of Batam City.

**Keywords:** *Leadership Style, Work Motivation, Productivity, Work Environment, Pemko Batam.*

### INTRODUCTION

One of the important components in the success of a government organization is employee work productivity. In modern times, the Batam City Government faces many challenges in improving the performance of the state civil service. Leadership style, work motivation, and work environment are some of the factors considered to influence work productivity. Several studies have emphasized the importance of leadership style, motivation, training, and the workplace environment (Gautam, 2024). Understanding these aspects can help government agencies implement strategies to increase labor productivity. Effective leadership plays an important role in maintaining and improving work discipline (Suryana et al., 2019). It is very important to maintain high performance standards and ensure that tasks are completed on time (Farida et al., 2021).

Leadership style will show how a leader can influence the views and beliefs of staff by guiding and encouraging them to achieve the organization's goals (Lesomar & Bunga, 2024). Transformational leadership style can produce more fundamental changes in employees, organizations, such as increased confidence, changes in values, needs and goals (Sutrisno et al., 2023), transformational leadership has a strong positive influence on workplace empowerment, which increases job satisfaction (Mulyatiningsih & Sasyari, 2021), psychological well-being and psychological empowerment influence organizational commitment (Iqbal et al., 2020). Leadership style is a pattern of behavior and strategy that leaders use to influence subordinates. According to (Hersey & Blanchard, 1969), there are four main leadership styles: Telling, Selling, Participating, and Delegating. The strong relationship between employee motivation and performance has a positive and strong relationship between performance motivation and work quality. To improve work quality, it is necessary to fulfill variables that influence work motivation, such as psychological motivation, safety motivation, social motivation, reward motivation, actualization motivation, leadership (Masfi et al., 2023).

Work motivation is defined as the internal and external drive that encourages someone to achieve certain goals. The theory of motivation developed by Maslow explains the hierarchy of needs that influence individual motivation. Leadership style has an ideal influence, inspirational motivation, individual influence and intellectual stimulation in employee career development (Ahmad & Mohamed, 2019) work motivation on employee performance (Suryawan & Salsabilla, 2022). work motivation and work environment have a significant influence on employee work spirit (Manihuruk & Tirtayasa, 2020). Work productivity is the ratio between output and input (resources) used in the production process. Productivity indicators include work quality, output quantity, punctuality, attendance, and ability to work together. The work environment is everything around the worker that can affect performance. Divided into two categories, physical environment (room, facilities), non-physical environment, relationships between coworkers, organizational culture (Mahawati et al., 2021). A friendly and healthy workplace reduces stress and increases productivity. Factors such as workplace conditions and employee well-being are very important for productivity (Bayomei et al., 2023). Health problems, stress, the workplace environment, and personality characteristics are some of the important factors that affect productivity, which shows how important they are for achieving goals. The success of government organizations depends on employee productivity, which directly affects their ability to adapt to new developments. Engaging, encouraging, and promoting human resources is an important strategy for improving performance productivity (Torabi, 2022).

Employee productivity is critical to the success of government organizations in influencing employee performance growth. Employee production contributes significantly to the success of government organizations because effective employee relationships and empowerment practices improve efficiency and service delivery, and increased employee productivity can lead to improved performance and resource allocation in government agencies (Ebere et al., 2023). Employee performance capabilities significantly contribute to the success of government organizations because empowerment practices and effective employee relationships improve efficiency and service delivery (Linkoi & Makhamara, 2023). The government still faces many problems with employee discipline and performance motivation. These include low levels of effectiveness and efficiency, lack of authority and responsibility, placement of employees not in accordance with their competencies, and low levels of discipline and work initiative (Jibrán et al., 2022). The Batam City Government has many problems that affect employee productivity. Some of the main problems include a lack of discipline, poor supervision, and an uncomfortable work environment. These problems contribute to employee productivity in the Batam city government, despite the existence of laws governing discipline (Erniyanti & Mardiantika, 2023). Poor quality of public services, slow administrative processes, lack of responsiveness to community needs, and expected standards of excellent service are some indications of declining work productivity. Limited Internal Motivation: Some employees have a conventional, uninnovative work attitude and lack the drive to fully develop their potential. One factor that affects work productivity is the complexity of leadership styles. This is because many leadership styles are not entirely suited to the dynamics of modern organizations.

Poor quality of public services, slow administrative processes, lack of responsiveness to community needs, and expected standards of excellent service are some indications of decreased work productivity. Limited Internal Motivation: Some employees have a conventional, uninnovative work attitude and lack the drive to fully develop their potential. One factor that affects work productivity is the complexity of leadership styles. This is because many leadership styles are not fully suited to the dynamics of modern organizations. Placement in positions that do not follow the career system is one of the factors that hinder the performance and career of government employees. These factors include training background, competence, lack of trust from leaders due to poor work behavior, and lack of motivation (Masengi et al., 2021). In Batam, the enforcement of state apparatus discipline is influenced by five factors: (1) leadership commitment, (2) rule enforcement, (3) state apparatus awareness, (4) monitoring system, and (5) strict sanctions. The enforcement of state official discipline in Batam is most influenced by leadership commitment and rule enforcement. Leadership commitment and strict rules are the main components of enforcing the discipline of state officials in Batam. To enforce discipline, leadership commitment and strict rules must be improved. In addition, efforts need to be made to raise state officials' awareness of the importance of discipline, strengthen the monitoring system, and impose strict sanctions on those who violate it (Erniyanti, 2024). The Batam City Government has a strategic responsibility as a public institution to encourage development and community services. Due to the complexity of government tasks, employee work productivity must be optimal to realize effective and efficient governance. However, there are still several problems that hinder optimal performance. Work Environment Context: The work environment at the Batam City Government has many different characteristics, which have an impact on how productive employees are. Limited performance support infrastructure, organizational infrastructure that does not fully support work efficiency, and an internal communication system that still needs

development. The urgency of this research is very important for identifying the factors that influence employee work productivity, analyzing the strategic role of leadership style in encouraging performance, evaluating the contribution of work motivation to organizational achievement, understanding the role of the work environment as an intervening variable (Iklima, et, al 2024). Key research questions, based on this background, this study aims to answer the fundamental questions, How does leadership style affect employee work productivity? How significant is the contribution of work motivation to improving performance? How does the work environment mediate the relationship between these variables? The significance of this research is expected to be able to make an academic contribution to the development of human resource management theory, provide practical recommendations for policy makers in the Batam City Government, and become a strategic reference in efforts to increase the work productivity of state civil apparatus. Thus, the research on “The Effect of Leadership Style and Work Motivation on Employee Work Productivity in the Batam City Government with the Work Environment as an Intervening Variable” becomes a very relevant and contextual study in an effort to optimize the performance of government organizations. This study aims to analyze the effect of leadership style on work productivity, test the contribution of work motivation to employee productivity, evaluate the role of the work environment as an intervening variable.

## **METHODOLOGY**

Research design using a mixed method approach, namely combining qualitative and quantitative methods. The qualitative approach in this study aims to explore a deeper understanding of the factors that directly influence employee work productivity, such as leadership style, work motivation, and work environment. This approach is used to identify employees' perceptions of the influence of leadership style and work motivation on their performance, as well as how they perceive the working environment at the Batam City Government. Quantitative approach with survey method. Variables in the study, Independent Variable: Leadership Style, Work Motivation, Dependent Variable: Work Productivity, Intervening Variable: Work Environment. Population All employees of the Batam City Government Sample: 250 employees, Sampling Technique, Purposive sampling, Research Instrument Data collection using a questionnaire with a Likert scale of 1-5. Variables are measured through validated specific indicators. Data Analysis Techniques, Validity and Reliability Test, Path Analysis, Sobel Test to test intervening variables.

The use of mixed methods provides significant advantages in this study, as the two approaches complement each other. The qualitative approach allows researchers to gain deep insights into the social context and individual perceptions, while the quantitative approach provides objective data and generalizable results. The mixed research method used in this study provides a more comprehensive picture of the relationship between leadership style, work motivation, and employee work productivity in the Batam City Government. By using a qualitative approach, researchers can explore employee perceptions and experiences, while a quantitative approach allows for hypothesis testing and objective measurement of the influence between variables. The combination of these two approaches provides a richer and more reliable understanding of how these factors affect employee work productivity and how the work environment acts as an intervening variable that moderates this influence.

## **RESULTS AND DISCUSSION**

This study analyzes the influence of leadership style, work motivation, and work environment on employee work productivity at the Batam City Government. This study highlights the factors that can influence work productivity in the government sector, especially at the Batam City Government, as well as the role of the work environment as an intervening variable that strengthens the relationship between leadership style, work motivation, and employee work productivity.

### **The Effect of Leadership Style on Employee Work Productivity**

One of the main results of this study is the finding that leadership style has a significant effect on employee work productivity. The transformative leadership style applied at the Batam City Government has a direct impact on employee performance. Leaders who apply supportive leadership styles, such as transformational leadership, are proven to be more successful in motivating employees to work better and achieve organizational goals.

Transformational leadership focuses on leaders who are able to provide inspiration, motivation, and encouragement for employees to improve their performance. Leaders who have the ability to provide a clear vision and engage employees in achieving common goals tend to create a more positive and productive work environment. In the context of the Batam City Government, leaders who emphasize two-way communication, employee empowerment, and skills improvement can improve overall work productivity.

Authoritarian leadership styles and a lack of employee involvement in decision-making can have a negative impact on work productivity. More authoritarian leaders, who tend not to listen to employee aspirations and place more emphasis on power or control, often lead to dissatisfaction and demotivation among employees. Employees who feel unappreciated or ignored in the decision-making process are more likely to feel unmotivated to work to the best of their ability, which in turn affects their productivity. Therefore, a leadership style that is more inclusive and empowers employees is proven to be more effective in increasing work productivity. The ability and presence of leaders in every job or activity carried out by Batam city government employees is a motivation for employees to carry out their duties to the maximum. Such as celebrations, project inaugurations, and various other activities that support regional economic development and growth. The synergy between leaders and employees is very important in encouraging the productivity of employee performance in the city of Batam.

### **The Effect of Work Motivation on Work Productivity**

The second very significant finding is that work motivation has a positive effect on employee work productivity. Work motivation is a factor that encourages employees to behave better and achieve organizational goals. This study shows that employees who have high work motivation tend to be more productive in their work. This work motivation can be triggered by various factors, be it external incentives such as salaries and bonuses (performance allowances). The city government of Batam is one of the regions that has a fairly high employee performance allowance both in the Riau Islands province and in Indonesia, because regional income is very supportive and continues to increase and exceed predetermined targets. In addition, another factor in terms of performance motivation in supporting productivity is intrinsic motivation that comes from within the employee, such as the desire to develop, recognition of achievements, and personal satisfaction.

In the context of the Batam City Government, employees who feel valued and are given opportunities to develop have a higher level of work motivation. Leaders who are able to provide rewards, career development opportunities, and challenges in work can encourage employees to work harder and be more committed. In addition, recognition of employee contributions can also boost their confidence and encourage them to do their best at work. Work motivation does not only depend on external aspects such as salary or benefits. Intrinsic factors such as a sense of personal achievement, challenges at work, and opportunities for self-development also have a major impact on work productivity. Employees who feel that their work provides meaning and opportunities for development tend to be more motivated to improve their performance, which in turn contributes to higher productivity.

### **The Role of the Work Environment as an Intervening Variable**

One of the most interesting findings in this study is the role of the work environment as an intervening variable that strengthens the relationship between leadership style, work motivation, and employee work productivity. A good and conducive work environment can strengthen the positive impact of effective leadership style and high work motivation on employee productivity. The work environment referred to in this study includes various aspects, such as physical comfort in the workplace, interpersonal relationships between employees, social support, and work-life balance. This is inseparable from the influence of the local (Malay) culture, which is open to various ethnic groups and levels of welfare and is influenced by a fairly good education factor. A supportive work environment not only improves employees' physical well-being, but also supports healthy social interactions between employees, which in turn creates a more pleasant and collaborative work atmosphere. When employees feel physically and emotionally comfortable in the workplace, they are more likely to focus on their tasks and increase productivity.

Good relationships between employees also contribute to the formation of a solid team, which supports each other in achieving organizational goals. A work environment that supports open communication and cooperation between employees is essential in boosting productivity. When employees feel valued and have a good relationship with their colleagues, they are more likely to work together to achieve organizational goals more effectively and efficiently. However, when the work environment is not conducive, such as problems in interpersonal relationships, unclear tasks, or physical discomfort in the workplace, this can be an obstacle that reduces the effectiveness of leadership style and employee work motivation. In this case, the work environment functions as a barrier that weakens the relationship between leadership style and work motivation and work productivity. Therefore, organizations need to pay attention to the importance of creating a supportive work environment so that the influence of leadership style and work motivation can be maximized.

From the above findings, several practical implications can be drawn that are relevant for the Batam City Government in an effort to improve employee work productivity. It is recommended that the leadership style of the

leader in the Batam City Government be improved. adopt a more transformational and empowering leadership style. Leaders must communicate more often with employees, listen to their aspirations, and provide the necessary support for employee career development. A more inclusive leadership style will create a better relationship between leaders and employees, which in turn will increase work productivity. Increased Work Motivation The Batam City Government also needs to pay attention to factors that can increase employee work motivation, both intrinsic and extrinsic motivation. In addition to providing appropriate incentives, organizations need to provide opportunities for employees to develop through training, career development, and on-the-job challenges. Rewarding employee achievements can also increase their motivation. The creation of a comfortable, safe work environment that supports communication and cooperation between employees must be a priority. The Batam City Government needs to ensure that employees feel valued and have the opportunity to interact well with their coworkers. In addition, physical comfort in the workplace and a balance between employees' work and personal lives also need to be considered to increase productivity. This study successfully shows that leadership style, work motivation, and work environment have an important role in increasing employee work productivity in the Batam City Government. Effective leadership style and high work motivation can improve work productivity, while a supportive work environment acts as an intervening variable that strengthens this relationship. Therefore, to increase work productivity, the Batam City Government needs to continue developing good leadership style, provide appropriate motivation to employees, and create a conducive work environment. From the results of the study and analysis of quantitative data related to the influence of leadership style and performance motivation on employee work productivity in the city government of Batam with the work environment as the intervening variable, the characteristics of the respondents can be seen in Table 1.

**Table 1. Distribution of Respondents Based on Characteristics**

Characteristics	Category	Number	Percentage
Sex	Male	145	58%
	Female	105	42%
Age	20-30 years	50	20%
	31-40 years	100	40%
	41-50 years	75	30%
	>50 years	25	10%
Education	High School	50	20%
	Diploma	75	30%
	S1	100	40%
	S2	25	10%

From the above data, it can be concluded that the majority of respondents are men aged 31-40 years with a Bachelor's degree (S1). The 31-40 age group and undergraduate education dominate this sample population, indicating that respondents may be in a productive phase of their lives and careers. In contrast, younger (20-30 years) and older (>50 years) age groups, as well as high school/vocational school and master's degrees, make a smaller contribution to this sample distribution.

**Table 2. Validity and Reliability Test Results**

Variabel	Cronbach's Alpha	Description
Leadership Style	0,876	Reliable
Work Motivation	0,842	Reliable
Work Environment	0,815	Reliable
Work Productivity	0,891	Reliable

The Cronbach's Alpha value for the Leadership Style variable is 0.876, which indicates that the instrument used to measure leadership style in this study is reliable. This value is higher than the generally accepted minimum limit (0.7), which means that the items in this variable are well interconnected and reliable for measuring the concept

of leadership style. For the Work Motivation variable, the Cronbach's Alpha value is 0.842, which also indicates that the instrument is reliable. This value is within a range that indicates good internal consistency, which means that all items that measure work motivation have significant and mutually supportive correlations. With a Cronbach's Alpha value of 0.815, Work Environment shows that this tool can also be relied upon to measure work environment variables. This value indicates that the items in this variable have a fairly good level of internal consistency, and that the items are related to and relevant to aspects of the work environment. The Work Productivity Variable has a Cronbach's Alpha value of 0.891, which indicates that the tool is highly reliable; this value is above the threshold that indicates excellent internal consistency, indicating that the tool is highly effective and reliable for measuring work productivity. Overall, each variable tested has a Cronbach's alpha value greater than 0.7, indicating that the tool used to evaluate each variable is accurate. This indicates that reliable measurements related to leadership style, work motivation, work environment, and productivity in the workplace are internally acceptable.

**Table 3. Relationship Between Variables**

Relationship Variables	Coefficient	p-value	Significant
Leadership Style → Productivity	0,312	0	Significant
Work Motivation → Productivity	0,276	0	Significant
Leadership Style → Work Environment	0,245	0,001	Significant
Work Motivation → Work Environment	0,221	0,002	Significant
Work Environment → Productivity	0,198	0,005	Significant

The Influence of Leadership on Productivity: The results show that leadership style significantly affects work productivity (coefficient 0.312, p-value 0.000). The Influence of Work Motivation on Productivity: The coefficient of 0.276 and p-value of 0.000 show that leaders who apply a participative and supportive leadership style are better able to increase the productivity of their employees. Highly motivated employees tend to do more. Sobel's test shows that, as an intervention variable, the work environment significantly mediates the relationship between work motivation and leadership style with productivity.

**CONCLUSION**

Based on the results of the study, it can be concluded that leadership style has a significant influence on employee work productivity. This study shows that the leadership style applied by the organizational leader or immediate superior can significantly influence the level of employee performance and productivity. More supportive leadership styles, such as transformational leadership that emphasizes employee empowerment and motivation, can increase employee confidence and commitment, which ultimately has an impact on increasing work productivity. Conversely, leadership styles that tend to be authoritarian or unsupportive can reduce employee motivation and performance, which has a negative impact on their work productivity. This shows that leaders must have a good understanding of ways to build positive and constructive relationships with subordinates, as well as create a work environment that is conducive to improving employee performance.

In addition, it has been proven that work motivation also contributes positively to employee productivity. Work motivation is an internal factor that greatly influences how employees behave in their workplace. Employees with high work motivation tend to work harder, be more enthusiastic, and have a strong commitment to achieving organizational goals. The study found that employees are more likely to show increased productivity when they feel valued, challenged, and have clear goals. Internal factors such as a sense of personal achievement, career advancement, and recognition for work done are sources of work motivation. External incentives such as salaries or bonuses can also be a source of motivation. Therefore, companies must ensure that they have a work culture that encourages employees to continue to work well and offers development programs to improve their abilities.

In addition, this study shows that the workplace environment functions as a barrier between leadership style and work productivity and between work motivation and work productivity. A good work environment, which includes things like a comfortable workplace, relationships between coworkers, and support from superiors, can help achieve higher levels of productivity. As an intervention variable, the work environment serves as a link that strengthens the relationship between leadership style and work motivation and employee productivity. For example, even with motivation and positive leadership in the workplace, employee productivity is still difficult to achieve without a supportive work environment. Therefore, it is very important for companies to create a work environment that is comfortable, safe, and supportive, both physically and psychologically. This will increase employee productivity, improve interpersonal relationships, and create a work environment that helps achieve the best level of

output. Overall, this study shows that elements such as leadership style, work motivation, and work environment are interconnected and have a major impact on employee productivity. Therefore, organizations must ensure that they manage these three elements as well as possible if they want to increase the productivity of their employees. Leaders must realize how important it is to have a good leadership style, provide employees with the right motivation, and create a pleasant work environment. Therefore, companies can achieve their goals and objectives more efficiently and effectively.

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