

JURNAL ILMIAH MANAJEMEN BISNIS DAN INOVASI
UNIVERSITAS SAM RATULANGI (JMBI UNSRAT)

RELATIONSHIP BETWEEN LEADERSHIP AND WORK ENVIRONMENT ON
EMPLOYEE PRODUCTIVITY MEDIATED BY WORKLOAD AT PT KARYA
CARMA GEMILANG

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ARTICLE INFO

Keywords: *Leadership; Work Productivity; Work Environment; Workload*

Kata Kunci: Kata Kunci: Kepemimpinan; Produktivitas Kerja; Lingkungan Kerja; Beban Kerja

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Abstract. *The success of a company is greatly influenced by the quality of its Human Resources. A company can grow rapidly if its human resources possess expertise in their respective fields. Leaders are required to help enhance employee motivation within the company, as leadership is a factor that influences the work environment. This study aims to explore more deeply whether there is a relationship between Leadership and Work Environment on Employee Productivity, mediated by Workload at PT Karya Carma Gemilang. The research method used is correlational, with a saturated sample of 49 employees of PT Karya Carma Gemilang. The results of the study show that Leadership and Workload have a positive and significant influence on Employee Productivity at PT Karya Carma Gemilang, while the Work Environment does not have an effect on productivity, and there is no influence of leadership on workload. The conclusion of this study is that better leadership and an ideal workload will result in better work productivity. The company is advised to maintain good relationships between supervisors and employees, as well as to manage an ideal workload for employees, in order to sustain employee productivity.*

Abstrak. Keberhasilan suatu perusahaan sangat dipengaruhi oleh kualitas Sumber Daya Manusianya. Suatu perusahaan dapat berkembang pesat jika sumber daya manusianya memiliki keahlian di bidangnya masing-masing. Pemimpin dituntut untuk membantu meningkatkan motivasi karyawan dalam perusahaan, karena kepemimpinan merupakan faktor yang memengaruhi lingkungan kerja. Penelitian ini bertujuan untuk mengeksplorasi lebih dalam apakah terdapat hubungan antara Kepemimpinan dan Lingkungan Kerja terhadap Produktivitas Karyawan yang dimediasi oleh Beban Kerja di PT Karya Carma Gemilang. Metode penelitian yang digunakan adalah korelasional, dengan sampel jenuh sebanyak 49 karyawan PT Karya Carma Gemilang. Hasil penelitian menunjukkan bahwa Kepemimpinan dan Beban Kerja memiliki pengaruh positif dan signifikan terhadap Produktivitas Karyawan di PT Karya Carma Gemilang, sedangkan Lingkungan Kerja tidak berpengaruh terhadap produktivitas, dan tidak terdapat pengaruh kepemimpinan terhadap beban kerja. Kesimpulan dari penelitian ini adalah kepemimpinan yang lebih baik dan beban kerja yang ideal akan menghasilkan produktivitas kerja yang lebih baik. Perusahaan disarankan untuk menjaga hubungan baik antara atasan dan karyawan, serta mengelola beban kerja yang ideal bagi karyawan, guna mempertahankan produktivitas karyawan.

INTRODUCTION

Feed is a key element in agricultural operations, accounting for 70% in poultry farming, 50-55% in shrimp farming, and 70-75% in fish farming. According to the Indonesian Feedmills Association (GPMT), there are currently 110 feed mills spread across 10 provinces throughout Indonesia, with a total capacity of 30.12 million tons per year as of 2022 (Agropustaka, 2024). The total accumulated calculation of cattle feed requirements in Indonesia for the year 2024 amounts to IDR 1,289.34 billion per year, while the accumulated amount for poultry feed is IDR 6.48 trillion per year (Agropustaka, 2024). Based on those calculations, the animal feed business has become one of the promising and sustainable prospects in Indonesia (Djumadil et al., 2024). However, running a business sustainably is highly influenced by the Human Resources within the company. A company can achieve rapid growth if its human resources demonstrate the appropriate skills and competencies in their respective fields (Basyid, 2024).

Human resources also include a leader/leadership, where the leader's ability to organize their subordinates plays a vital role in the development and progress of the organization (Khasbullah et al., 2022). Leaders are required to be able to help increase employee motivation within the company, as the leader is one of the factors that will influence the work environment in the company (Zulkifli, 2022). The concept of leadership is an individual's ability to direct/guide the behavior of others with the aim of achieving a specific target (Muktamar, Dewi, et al., 2024). An employee will also show good work performance when they feel that their leader is willing to help and support them (Hutagalung, 2021). The results of previous research showed that the role of leadership has a significant impact on employee performance outcomes (Muktamar, Saputra, et al., 2024). In addition, the research conducted by Sudiarhta (2020) mentioned that leadership has a significant influence on employee performance. The indicators of Leadership in this study are: (1) supervisor position; (2) need for achievement; (3) intelligence; (4) assertiveness; (5) confidence; (6) initiative; (7) relationship with subordinates (Aryoko et al., 2023).

In addition to leadership factors, another factor that will determine the level of employee work productivity is the work environment (I Warankiran et al., 2021). A good, safe, and supportive work environment will affect employee productivity. When employees feel that their work environment is safe and comfortable, it will lead to increased productivity in their work (Shavira & Febrian, 2023). A work environment can be considered good if the majority of employees within a company are able to perform their job tasks optimally (Heriyanti & Putri, 2021). On the other hand, if the work environment within a company is poor, it will lead to inefficiency in the employees' work system, resulting in a decline in productivity (Jamal Ali & Anwar, 2021). The work environment is one of the elements in an organization as a social system that has a strong influence on the development of an individual's character within the company (Aqeyla Fauzi & Purbasari, 2024). However, although the work environment is one of the supporting factors that can influence employee productivity, the fact on the ground is that many companies still do not pay adequate attention to the condition of their work environment (Emil & DS, 2021). The results of previous research found that poor work environment conditions, such as excessive working hours, inappropriate leadership, and frequent conflicts among employees, lead to suboptimal work productivity (Pramono, 2020). The indicators in the work environment are: (1) lighting; (2) room temperature; (3) cleanliness of the area; (4) application of colors; (5) noise; (6) work safety (Emil & DS, 2021). Work productivity is also often influenced by the workload. An employee's workload must be considered by every company leader,

as it will impact their work productivity (Riskhi Ariani et al., 2020). The indicators of work productivity are: (1) quality of work; (2) quantity of work; (3) adherence to time; (4) work enthusiasm; (5) work discipline (Pasaribu & Anshori, 2021). Workload is the activity that employees must complete within a set period. Additionally, workload refers to the total time spent by an individual or group when completing tasks in their work (Junaidi et al., 2020). Excessive workload has a negative impact on employees' health, both physically and mentally, as it often leads employees to decide to leave the company (Zanabazar & Jigjiddorj, 2022). The indicators of workload are: (1) working hours; (2) educational background; (3) type of work (Junaidi et al., 2020).

The research location is PT Karya Carma Gemilang, located at Jl. Yos Sudarso No. 178 RT. 07 RW. 04, Lowokjati Hamlet, Baturetno Village, Singosari, East Java. PT Karya Carma Gemilang is a company established in 2008, initially operating in the beef cattle farming business. In 2016, the company established an animal feed industry focusing on ruminant feed. In 2023, PT Karya Carma Gemilang began expanding its business by producing other types of animal feed, such as chickens, ducks, quails, and pigs. Based on data from the Central Bureau of Statistics for large- and small-scale livestock in 2023, it was found that the demand for animal feed continues to increase. In 2020, the total expenditure on animal feed reached 187,780.08 tons. In 2021, it increased to 214,712.63 tons. In 2022, the demand for animal feed rose sharply to 508,486.64 tons. Based on the statistical data, in 2023 PT Karya Carma Gemilang began producing various types of animal feed. The total animal feed production from October to December 2023 amounted to 3,295,233 tons, while from January to October 2024, total production reached 19,728,056 tons. Of the total production at PT Karya Carma Gemilang, 35% is used for the company's internal livestock farms, 30% is supplied to partner farms of PT Karya Carma Gemilang, and the remaining 35% is sold through livestock supply stores. Based on the background described by the researcher, the researcher aims to determine whether there is a relationship between Leadership and Work Environment on the Work Productivity of Employees at PT Karya Carma Gemilang. The hypotheses in this study are: (1) H1: Leadership has an influence on workload, (2) H2: Work environment has an influence on workload, (3) H3: Leadership has an influence on work productivity, (4) H4: Work environment has an influence on work productivity, (5) H5: Workload has an influence on work productivity.

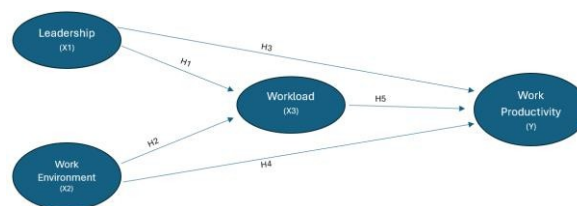


Figure 1. Research Hypotheses

METHODS

This research is a quantitative study, using a correlational research method. According to Sugiyono (2019) correlational research is a type of research aimed at determining the relationship between two or more variables. The selection of research subjects uses a saturated sampling technique, so all members of the population will be included as the research sample (Novitria & Khoirunnisa, 2020). The research subjects consisted of 49 individuals who are

employees at PT Karya Carma Gemilang. This research was conducted from November 2024 to December 2024. The Smart-PLS application was used in this study for data processing.

RESULTS AND DISCUSSION

Outer Model

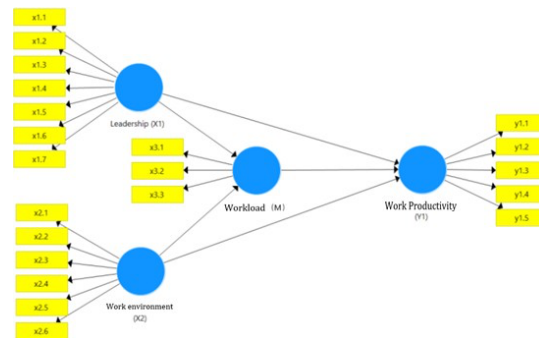


Figure 2. Full Model Testing

Convergent Validity

In convergent validity testing using SEM-PLS, an indicator is considered valid if it has an outer loading value greater than 0.7. Based on Table 1, all research indicators show outer loading values above 0.7, thus all questionnaire items are declared valid

Table 1. Convergent Validity

X1		X2		M		Y1	
X1.1	0.753	X2.1	0.732	M.1	0.841	Y1.1	0.718
X1.2	0.784	X2.2	0.729	M.2	0.883	Y1.2	0.754
X1.3	0.717	X2.3	0.713	M.3	0.870	Y1.3	0.717
X1.4	0.784	X2.4	0.722			Y1.4	0.750
X1.5	0.735	X2.5	0.745			Y1.5	0.719
X1.6	0.748	X2.6	0.737				
X1.7	0.824						

In addition to outer loadings, the validity of variables is also assessed based on the AVE value, which must be greater than 0.5, and rho_A, which must be greater than 0.6. Based on Table 2, the AVE and rho_A values for all variables have met the criteria, indicating that all latent variables are suitable for further analysis using SEM-PLS.

Table 2. Rho_A and AVE Value

	rho_A	Average Variance Extracted (AVE)
X1	0.883	0.584
X2	0.834	0.532
M	0.832	0.748
Y1	0.793	0.536

Discriminant Validity

Discriminant validity was tested using cross-loading values through SmartPLS 3. The correlation value of each indicator with its own variable must be higher than its correlation with other variables. The cross-loading results are presented in Table 3, with the higher values for each respective variable highlighted in bold.

Table 3. *Cross Loading Value*

	X1	X2	M	Y1
X1.1	.753	.597	.464	.638
X1.2	.784	.718	.496	.604
X1.3	.717	.457	.398	.553
X1.4	.784	.606	.372	.587
X1.5	.735	.577	.363	.602
X1.6	.748	.465	.268	.568
X1.7	.824	.546	.407	.588
X2.1	.442	.732	.638	.511
X2.2	.616	.729	.430	.476
X2.3	.533	.713	.374	.500
X2.4	.625	.722	.636	.695
x2.5	.511	.745	.496	.462
x2.6	.538	.737	.412	.491
M.1	.403	.629	.841	.552
M.2	.440	.599	.883	.556
M.3	.514	.599	.870	.641
Y 1.1	.506	.507	.423	.718
Y 1.2	.422	.503	.515	.754
Y 1.3	.650	.507	.592	.717
Y 1.4	.717	.627	.531	.750
Y 1.5	.454	.506	.359	.719

In addition to cross loading, discriminant validity was also evaluated using the HTMT (Heterotrait-Monotrait Ratio). If the HTMT value is below 0.90, discriminant validity between reflective variables is considered to be achieved. Based on Table 4, all HTMT values meet this criterion.

Table 4. *HTMT*

	X1	X2	M	Y1
X1				
X2	0.864			
M	0.604	0.821		
Y1	0.897	0.874	0.813	

Reliability Test

Table 5. Reliability Values

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
X1	0.881	0.907
X2	0.826	0.872
M	0.832	0.899
Y1	0.787	0.852

Reliability was assessed using Composite Reliability and Cronbach's Alpha. A variable is considered reliable when the Cronbach's Alpha value exceeds 0.6 and the Composite Reliability exceeds 0.7. The analysis results in Table 5 show that all variables meet these standards, making them suitable for further analysis.

R Square

The coefficient of determination (R Square) measures the contribution of exogenous variables to endogenous variables. If $R \text{ Square} \geq 0.75$, the influence is strong; if $0.50 \leq R \text{ Square} < 0.75$, the influence is moderate; and if $R \text{ Square} < 0.50$, the influence is weak. Based on Table 6, variables X1 and X2 affect M by 49.6%, while X1, X2, and M together influence Y with an impact of 70.6%. The influence of X1 and X2 on M is still considered weak due to the coefficient value being ≤ 0.50 . However, collectively, X1, X2, and M have a moderate influence, as indicated by a value of ≥ 0.75 or 0.706.

Table 6. Coefficient Determination

	R Square	R Square Adjusted
M	.496	.474
Y1	.706	.686

Hypothesis Testing

The application of the model in this direct effect analysis is carried out with a tolerance threshold of 0.05 or 5%. A variable is considered to have an effect, and H_0 will be rejected when the T- statistic value is below 1.96. In this study, the researcher applied P-values, with a threshold of less than 0.05 being considered significant.

Table 7. Bootstrapping SmartPLS 3

	T statistics	T Statistics (T>1.96)	P values	Conclusion (P<0.05)
X1 -> M	0.033	No Significant Effect	0.974	No Significant Effect
X2 -> M	5.011	Significant Effect	0.000	Significant Effect
X1 -> Y1	3.441	Significant Effect	0.001	Significant Effect
X2 -> Y1	0.840	No Significant Effect	0.401	No Significant Effect
M -> Y1	2.065	Significant Effect	0.039	Significant Effect

The Effect of Leadership on Workload

Leadership plays a vital role in the progress of a company. The calculation results using SmartPLS software show that the Leadership variable does not have an effect on workload, as evidenced by a P-value of 0.974, which is greater than 0.05, and a T-statistic value of 0.033, which is smaller than 1.96. It can be concluded that H1 is rejected due to the absence of a significant direct effect.

Leadership is the ability to influence the behavior of others to achieve specific goals (Safria et al., 2023). Based on the hypothesis testing results, it was found that there is no effect of leadership on workload. Similar findings were also found in a study conducted by Saripudin & Perkasa (2024), which stated that leadership does not have an effect on employee workload. The indicators of leadership are: (1) supervisor position; (2) need for achievement; (3) intelligence; (4) decisiveness; (5) confidence; (6) initiative; (7) relationship with subordinates (Aryoko et al., 2023).

However, opposing results were found in the study by Farhan Saputra et al (2023), which found that a company leader has an effect on employee workload at PT Graha Sarana Duta. Additionally, the research by Puspitasari et al (2021) showed that leadership has a negative effect on employee workload. Therefore, the better the company leader, the lower the workload felt by the employees.

Based on the calculation results, it was found that the Leadership variable does not affect workload, as evidenced by a P-value of 0.974, which is greater than 0.05, and a T-statistic value of 0.033, which is smaller than 1.96. Therefore, employees of PT Karya Carma Gemilang are not affected when one of the leadership indicators is not met, and it does not impact their workload.

The Effect of Work Environment on Workload

The results from SmartPLS show that the Work Environment variable affects Workload, as evidenced by a P-value of 0.000, which is smaller than 0.05, and a T-statistic value of 5.011, which exceeds 1.96. Therefore, the conclusion is that H2 is accepted due to the significant direct effect.

Based on the calculation results, the Work Environment variable affects workload, as evidenced by a P-value of 0.000, which is less than 0.05, and a T-statistic value of 5.011, which is greater than 1.96. Similar results were found in the study by Nurhandayani (2022), which stated that the work environment positively and significantly affects employee workload. The work environment refers to the overall processes within the surrounding environment of the employees, which will influence their tasks (Nabawi, 2019). The indicators of the work environment are: (1) lighting or illumination; (2) ambient temperature; (3) cleanliness of the room/place; (4) use of colors/painting; (5) noise/sounds; (6) work safety (Emil & DS, 2021).

The Effect of Leadership on Work Productivity

The results from SmartPLS show that the Leadership variable affects work productivity, as evidenced by a P-value of 0.001, which is smaller than 0.05, and a T-statistic value of 3.441, which exceeds 1.96. Therefore, the conclusion is that H3 is accepted based on the relevant direct effect.

Based on the results of the analysis, the Leadership variable has a significant influence on work productivity. This is supported by a p-value of 0.001, which is below the threshold of 0.05, and a t-statistic of 3.441, which exceeds the critical value of 1.96. Therefore, hypothesis H3 is accepted, indicating a statistically significant direct effect. Similar results were found in the study conducted by Similar results were found in the study conducted by Leuhery et al (2024), which suggests that effective and wise leadership can foster employee productivity that mirrors the leader's character. Furthermore, the research by Dayyan et al (2019) also supports this view, indicating that

the leadership style adopted within an organization significantly influences employee work productivity., which suggests that effective and wise leadership can foster employee productivity that mirrors the leader's character. Furthermore, the research by Dayyan et al (2019) also supports this view, indicating that the leadership style adopted within an organization significantly influences employee work productivity.

At PT Karya Carma Gemilang, all leadership indicators have been fulfilled, thereby contributing to high levels of work productivity. This conclusion is supported by interview results conducted by the researcher with employees of PT Karya Carma Gemilang, who stated that the company owner maintains a very good relationship with all employees. As a result, employees do not feel fearful in their work environment at PT Karya Carma Gemilang.

The Effect of Work Environment on Work Productivity

The calculation results from SmartPLS show that the Work Environment variable does not affect work productivity, as evidenced by a P-value of 0.401, which is greater than 0.05, and a T-statistic value of 0.840, which is smaller than 1.96. Therefore, it can be concluded that H4 is rejected due to the absence of a relevant direct effect.

Based on the results of the analysis, the work environment variable was found to have no significant effect on work productivity. This is evidenced by a p-value of 0.401, which is greater than the 0.05 threshold, and a t-value of 0.840, which is lower than the critical value of

1.96. Similar findings were reported in a study by Saleh & Utomo (2018), which concluded that the work environment has a negative and insignificant impact on work productivity. This outcome may be influenced by the fact that the majority of employees at PT Karya Carma Gemilang are male, who generally tend to pay less attention to the condition of their work environment (Puspitasari et al., 2021).

Therefore, when work environment indicators such as (1) lighting; (2) ambient temperature;

(3) cleanliness of the workspace; (4) use of color; (5) noise levels; and (6) workplace safety (Emil & DS, 2021) are considered, they do not appear to influence the employees' work productivity.

The Effect of Workload on Work Productivity

The analysis conducted with SmartPLS shows that the Workload variable affects work productivity, as evidenced by a P-value of 0.039, which is smaller than 0.05, and a T- statistic value of 2.065, which exceeds 1.96. Therefore, it can be concluded that H5 is accepted based on the relevant direct effect.

The workload variable was found to have a significant effect on work productivity, as indicated by a p-value of 0.039, which is less than the 0.05 threshold, and a t-value of 2.065, which exceeds the critical value of 1.96. Similar findings were reported in a study by Riskhi Ariani et al (2020), which concluded that employee workload has a positive influence on work productivity. In other words, when employees are given excessive workloads, their productivity tends to decline. At PT Karya Carma Gemilang, employees work 40 hours per week, and if production targets are met, they are granted one day off each week. Based on this arrangement, it can be inferred that a workload that does not exceed the standard weekly working hours contributes to maintaining high levels of work productivity.

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