

# Analysis Of the Influence of The Working Environment, Work Discipline, Work Motivation Towards Productivity Through Leadership Style as an Intervening Variable

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## ABSTRACT

This research purpose to examine the influence working environment, work discipline, work motivation on productivity through leadership styles as intervening variables. The sample of this research is a teacher MAN 1 Lamongan who has a total of 100 teachers. Sampling is by using a saturated sample of the entire population. The data analysis technique is using SEM PLS from the PLS ver 3 smart application. The results of the study were: (1) the influence of the working environment on the leadership style is significant, (2) the impact of the work discipline on the management style is non-significant, (3) the effect of the motivation of the job on the style of leadership is insignificant, (4) the impact on the productivity of the labour environment is significant; (5) the effects of the labor discipline upon the productiveness is not significant; (6) the influences of the employment motivation on the production style are not significant, (7) the influencing of the leadage style upon the production of the productive style is nonexistent; (7) the impacts of the employing environment on production through leadership are not significant; (8) the influencies of the disciplinary work on productiveness through the lead ability style are non-substantial; (9) the influencer of the training discipline over productivity through the leading style is not important; (10) the influency of work motivation upon productive mode is not substantial.

**Keywords:** *Work Environment, Work Discipline, Work Motivation, Productivity, and Leadership Styles*

## 1. INTRODUCTION

Human resources play an important role in any organization, whether it is the government or a charity. Employee retention has a significant impact on productivity, implying that human capital is an extreme asset for businesses (Hasanah & Johan Lo, 2020). (Widodo et al., 2022).

Companies can achieve high efficiency when they can compete with other companies. Human capital is a crucial asset for businesses in today's globalized world, with each company striving for good management. Effective management can boost a company's efficiency. Productivity is a key factor for companies to achieve their goals. If employee productivity continues to improve, it will help the company achieve its goals. To increase workplace productivity, it's important to consider all factors, such as how to create a pleasant work environment, provide adequate facilities, and improve employee consistency. Additionally, the workplace can become a second home for employees. ((Hasanah & Johan Lo, 2020; Inang, 2021; Prawoto & Hasyim, n.d.-a).

According to the results of the customer satisfaction survey carried out in 2023 the user satisfaction rate of MAN 1 Lamongan has declined, this indicates that the productivity of employees has decreased. It's in line with the theory put forward by the Siagian "Labour productivity is the ability to obtain the greatest benefit from the means and supplies available by producing the optimal output, if possible, the maximum," states Siagian (2019) (Hasibuan, 2017). Basuki and Susilowati (2020) claim "anything that exists and is within the work environment has the potential to negatively impact people in a variety of ways, from individuals to groups of people engaging in activities."

Good working conditions, self-discipline, motivation, and leadership style—whether in a public or private organization—all have an impact on productivity growth. Numerous studies on productivity have been conducted in the past by various researchers. Research conducted by (Abdul & Saleh, 2018) The working environment variable has no significant effect on labour productivity, labour discipline variables have no significant effect on labour productivity, labour motivation variables have a significant influence on labour productiveness, and labour ethos variables have no significant effect on labour production. (Firmansyah, 2022) conducted research on labour discipline towards

productivity, the research findings indicated that while work discipline had no significant effect on productivity, motivation had no significant effect on production, and compensation had a significant effect on productivity. Research (Purnami & Utama, 2019) has found that empowering, motivation, and work environment have a positive and significant effect on work productivity. Research undertaken by (Bruce Dame Dhea Berlian & Veni Rafida, n.d.) the result is that work motivation, compensation, and work environment variables partially have no effect on the productivity of PT. Winaros Kawula Bahari. This research differs from existing research, namely using a leadership style variable as an intervening variable.

## 2. RESEARCH METHODS

### 2.1 Research & scope type

This study is a descriptive study, using primary data that comes from the respondents directly. This research instrument uses a questionnaire that is distributed to the respondents for content and returned to the researchers.

### 2.2. Data Analysis

Data analysis with SEM PLS is through 2 measurements: (1) Evaluation of measurement (outer model) consists of 2 tests; (1) Validity test and (2) Reliability test. Validities consist of (a) Convergent validity and (b) Discriminant validity. Convergence validity tests Loading factor, and Average Variance Extracted (AVE). Discrimination validity; validity testing Fornell larcker criterion HTMT and following Crossloading. The reliability test is to test whether the indicator used is reliable or powerful to measure the variable. Assessments used in reliability testing are: (1) Composit reliability and (2) Cronbach's alpha. (2) Evaluation of the structure of the model (inner model) to test (1) R square, (2) path coefficient, (3) T statistic (bootstrapping), (4) predictive relevance, (5) model fit.

### 2.3. Hypothesis

H1: Working Environment variable influence on leadership style is significant.

H2: Working Discipline influence on leadership style is significant.

H3: Working motivation influence on leadership style is significant.

H4: Working environment variable influence on Productivity is significant.

H5: Working discipline influence on Productivity is significant.

H6: Working motivation influence on Productivity is significant.

H7: The leadership style influence of leadership style is significant.

H8: Working environment, work discipline, work motivation influence on productivity through leadership styles as intervening variable is significant.

## 3. RESULTS AND DISCUSSIONS

**Table 1.** T statistic (bootstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	
working environment (X1) influence leadership style. (Z)	0,463	0,454	0,145	3,198	0,001	significant
work discipline. (X2) influence leadership style (Z)	0,039	0,068	0,161	0,246	0,806	Not significant
work motivation (X3) influence leadership style. (Z)	0,292	0,270	0,200	1,457	0,146	Not significant
working environment (X1) to Productivity (Y)	0,544	0,543	0,199	2,726	0,007	significant
work discipline. (X2) -> Productivity (Y)	0,084	0,111	0,164	0,514	0,608	Not significant
work motivation. (X3) -> Productivity (Y)	0,282	0,247	0,179	1,578	0,115	Not significant

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	
Leadership style (Z) -> Productivity (Y)	-0,066	-0,095	0,178	0,372	0,710	Not significant
working environment (X1) -> Leadership style. (Z) -> Productivity (Y)	-0,031	-0,050	0,087	0,351	0,725	Not significant
work discipline (X2) -> Leadership style. (Z) -> Productivity (Y)	-0,003	-0,008	0,033	0,080	0,936	Not significant
work motivation (X3) -> Leadership style. (Z) -> Productivity (Y)	-0,019	-0,025	0,062	0,312	0,755	Not significant

### 3.1. Results

Working environment (X1) influence on Leadership Style (Z) meets the specified requirement with a value above >1.96 which is 3,198, meaning that the influence of the Working Environment variable on leadership style is significant. Working Discipline (X2) influence on Leadership style (Z) is not meeting the prescriptive value below or <1.96 is 0.246, that is the Effect of the Disciplinary Working Variable (X 2) on Leadment Style (Z), which is not significant. Work motivation (X3) influence on Leadership Style. (Z) is not meeting the prescribed criteria with a value of 1.457 below 1.96 means the work motivation(X3) towards Leadership style (Z)) is not significant. Working environments (X1) to Productivity (Y) meet the prescribed value above>1.96 that is 2,726, which means that the impact of the working environment variable to leadership Style is significant. Working Discipline (X2) to Productivity (Y) is not meeting the prescribed requirement with a value below 1.96 i.e. 0.514, meaning the Impact of Labor Disciple Variable (X2), on Productiveness (Y), is not significant. Working motivation (X3) to Productivity (Y) does not meet the prescribed criteria with a value of 1.578 below 1.96 meaning. Motivation of work (X3), to Productiveness (Y), is not significant. The leadership style (Z) to productivity (Y) does not meet the prescriptive criteria and the value of 0.372 under 1.96 means the influence of leadership styles (Z) on Productivities (Y) is not significant. Working environment, work discipline, work motivation has no significant influence on productivity through leadership styles as intervening variables with overall results below 1.96 (0,725, 0,936, 0,755).

### 3.2. Discussion

The influence between the working environment variables on the leadership style is 3,198. The statistical T-value of 3,198 is higher than 1.96, indicating that the importance of the work environment variable on the management style is significant, thus resulting in the accepted 1 hypothesis. The influence between the working discipline variables on the leadership style is 0.246. T-Statistics value of 0.246, which is smaller than 1.96, gives the conclusion that the impact of working-discipline variable influence on the leadership style is insignificant, thus resulting in hypothesis 2 (H2) in rejection. The influence of the work motivation variable on the leadership style is 1,457. T-Statistics value of 1,457, which is smaller than 1.96, gives the conclusion that the impact of the working motivation variant on leadership styles is insignificant, thus resulting in hypothesis 3 (H3) in rejection. Impact of the working environment variable on productivity is 2,726. The statistical T-value of 2,726 is higher than 1.96. This result gives the conclusion that the influence of the work environment variables on productiveness is significant, resulting in the 4 (H4) hypotheses being accepted. The impact of the labor discipline variable on productivity is 0.514. The statistical value of 0.514 is smaller than 1.96. This result gives the conclusion that the influence of labour discipline is insignificant, resulting in the 5 (H5) hypotheses being rejected. The impact of work motivation on productivity is as much as 1,578. The statistical T-value of 1,578 is smaller than 1.96. This finding indicates that the influence motivation of work on productiveness is insignificant, thus resulting in hypothesis 6 (H6) being rejected. The influence of leadership styles on productivity is 0.372. The statistical T-value of 0.372, which is smaller than 1.96, concludes that the influence on productiveness of the leadership style variable is insignificant, resulting in hypothesis 7 (H7) being rejected. The impact of the working environment, work discipline, work motivation on productivity through leadership style is 0.372, 0.080, 0.312. The total T-value of the result is less than 1.96, the outcome gives the conclusion that the influence of the variable of the motivation of work on productiveness through the style of leadership is insignificant, thus resulting in hypothesis 8 (H8) rejected.

#### 4. CONCLUSION

The influence between the working environment variables on the leadership style is significant. The findings of this investigation align with the findings of (Purnami & Utama, 2019). The influence between the working discipline variables on the leadership style is insignificant. The results of this study are consistent with those of (Abdul & Saleh, 2018). The influence of the work motivation variable on the leadership style is insignificant. The findings of this study are like those of (Abdul & Saleh, 2018). The impact of the working environment variable on productivity is significant. The findings of this investigation align with the findings of (Firmansyah, 2022; Prawoto & Hasyim, n.d.-b). The impact of the labor discipline variable on productivity is insignificant. The study's findings are in line with the investigation of (Abdul & Saleh, 2018). The impact of work motivation on productivity is insignificant. The results of this study are consistent with the research of (Bruce Dame Dhea Berlian & Veni Rafida, n.d.). The influence of leadership styles on productivity is insignificant. The results of this study are consistent with the research of (Inang, 2021). Based on the results of this study, it can be concluded that the working environment, work discipline, and work motivation do not affect productivity through leadership styles.

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