



The Influence of transformational leadership style and motivation on employee work productivity through job satisfaction at PT Kemas Indah Maju assembling production division

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Abstract

The influence of transformational leadership style and motivation on employee productivity through job satisfaction at PT Kemas Indah Maju Assembling Production Division. This study aims to determine 1). The effect of transformational leadership style and motivation on employee job satisfaction at PT Kemas Indah Maju Assembling Production Division. 2). The effect of transformational leadership style on employee job satisfaction at PT Kemas Indah Maju Assembling Production Division. 3). The effect of motivation on employee job satisfaction at PT Kemas Indah Maju Assembling Production Division. 4). The effect of motivation and job satisfaction on employee productivity at PT Kemas Indah Maju Assembling Production Division. 5). The effect of transformational leadership style on employee work productivity at PT Kemas Indah Maju Assembling Production Division. 6). The effect of motivation on employee work productivity at PT Kemas Indah Maju Assembling Production Division. 7). The effect of job satisfaction on employee work productivity at PT Kemas Indah Maju Assembling Production Division. 8). The effect of transformational leadership style on work productivity through employee job satisfaction at PT Kemas Indah Maju Assembling Production Division. 9). The effect of motivation on work productivity through employee job satisfaction at PT Kemas Indah Maju Assembling Production Division.

This research uses a quantitative approach with the path analysis method. The population in this study was a random sampling method of 70 employees. In writing this data analysis method using the stage of taking qualitative data, namely (questionnaire answers) into quantitative data values on a semantic differential scale.

The research results are as follows, 1). That the results of research on the influence of transformational leadership style have a negative and significant effect on work productivity 2). The results of research on the effect of motivation have a positive and significant effect on work productivity 3). The results of research on the effect of job satisfaction have a positive and significant effect on work productivity 5). The results of research on the effect of transformational leadership style have a positive and significant effect on job satisfaction 6). The results of research on the effect of motivation have a negative and significant effect on job satisfaction 7). The results of research on the effect of transformational leadership style and motivation have a positive and significant effect on job satisfaction 8). Transformational leadership style has a positive effect on work productivity through job satisfaction. 9). Motivation has a negative effect on work productivity through job satisfaction.

Keywords: Transformational leadership style, motivation, job satisfaction, work productivity

Introduction

In the current era of globalization, the development of knowledge and technology is so rapid that it brings major changes in human life. These changes require every organization or company to optimize its management functions in order to survive in its business sector. Where the management function includes planning, organizing, leading, and controlling. In addition, these changes also require companies to always be able to adjust and survive in building companies in accordance with the development of knowledge and technology today. If the company cannot adjust, there will be many difficulties faced by the company. The role of leadership is needed to encourage employees to be able to improve the quality of the company, especially through increased work productivity. For this reason, the leadership function in the organization is very important, because leadership is a separate part of management.

Transformational leadership style is one of the leadership styles in which the leader can change / motivate followers so that they feel trust, admiration, loyalty and respect for the leader. Transformational leadership style in principle motivates subordinates to do better than what can be done or

can increase the trust and confidence of subordinates which will affect the increase in employee productivity. Bass (2006)^[6].

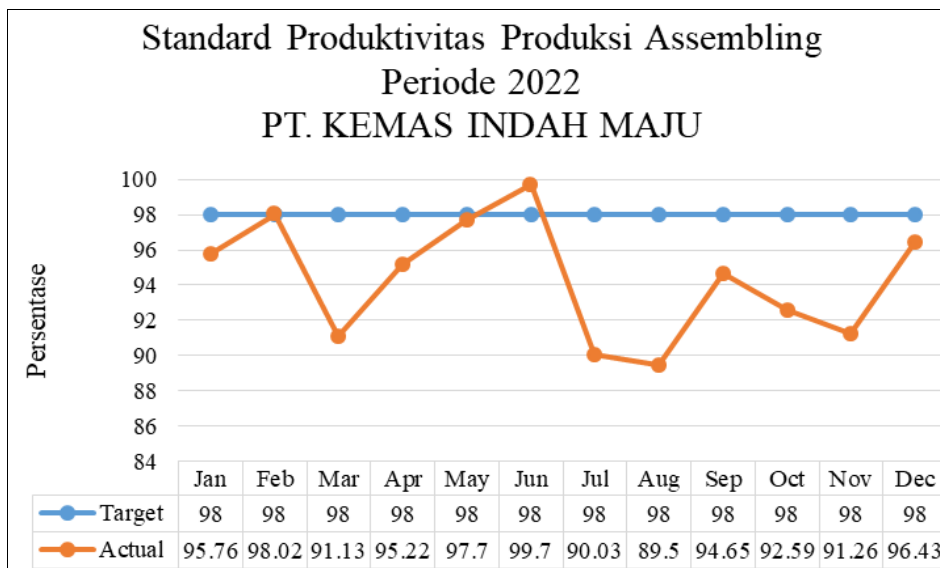
Motivation is an effort that encourages someone to do something to carry out certain activities in order to achieve a goal. Motivation can also be said to be a series of efforts to provide certain conditions, so that someone wants and does something, and if he doesn't like it, he will try to negate or avoid that feeling of dislike.

Job satisfaction is an important factor that affects employee performance and productivity in various organizations. Job satisfaction refers to the level of pleasure, satisfaction, and happiness felt by individuals towards the work they do. It involves an individual's perception of the extent to which their job meets their needs, expectations and values.

Increasing the productivity of each organization will bring progress to the company, therefore efforts to increase productivity are the most serious management challenge because of the success of achieving the objectives of the main tasks and functions of each division (part of the work unit), the following can be seen KPI (Key Performance Indicator) or quality objectives of the assembling production

division which aims to measure the extent of the work productivity of a division in meeting their strategic and operational goals, the following phenomenon is a

description of KPI (Key Performance Indicator) or quality objectives of the Assembling Production division for the period 2022.



Source: Results of data processed by researchers, 2023

Fig 1: Productivity Standard of Assembling Production for the Year 2022 Period

From the graph above, it can be seen that the results of the evaluation of Key Performance Indicators (KPIs) or quality objectives for the last 1 (one) year, it was found that the productivity of assembling production did not meet the predetermined targets. This indicates a problem that needs to be addressed seriously to improve efficiency and quality in the assembling process. Low productivity can have a negative impact on task completion, longer production times, and potentially hamper the overall operational effectiveness of the company. Therefore, further evaluation and strategic improvement measures need to be taken to address this issue and achieve the expected productivity.

The phenomenon obtained in this research study is that the transformational leadership style at PT Kemas Indah Maju Assembling Production Division is still not running as expected. This is indicated by several employees who stated that the leader has not been able to provide motivation to raise employee morale, has not been able to provide services as a mentor and uneven job distribution.

The phenomenon obtained in this research study is that motivation and job satisfaction at PT Kemas Indah Maju Assembling Production Division still have not achieved the desired results. This is reflected through the views of several employees who stated that they were not fully satisfied with the supervision carried out by superiors and were less satisfied with coworkers who tended to show individuals who prioritized their respective egos. In addition, there are also some employees who state that the feeling of lack of motivation in some employees is caused by the perception that their contribution is not appreciated in the work environment, as well as due to the limited career opportunities that are not evenly distributed among all employees.

Likewise, PT Kemas Indah Maju as a company engaged in Cosmetics Packaging realizes that employee productivity is needed. With the increasing number of projects being carried out, work productivity must also be further improved for the sake of the company's future sustainability. Given

the importance of the problem, the authors are interested in conducting a scientific study entitled "The Effect of Transformational Leadership Style and Motivation on Employee Productivity Through Job Satisfaction at PT Kemas Indah Maju Assembling Production Division".

Literature Review
Work Productivity

The key to the success of any company in this era of globalization and competition is increased productivity. Those who are unable to continuously improve their productivity will lose the competition and not be able to survive. Therefore, increasing work productivity is an important part of human resource management.

Productivity has two meanings: a qualitative or relative sense and a quantitative technical sense. With a qualitative sense, productivity means improvement or improvement of relatively better conditions. In other words, productivity is a view of life that always strives for today's life to be better than yesterday's life, and tomorrow's life is better than today's life. Thus productivity is a philosophy, outlook or attitude of life that continuously seeks to improve the performance and or quality of life of a person in or through an organizational environment.

In technical quantitative terms, productivity is the ratio between the results obtained and the use of all the resources needed to achieve those results. This means that productivity is about increasing the value of all outputs by increasing their quantity and improving their quality (effectiveness). On the other hand, increasing productivity can be done through cost savings or efficient use of resources.

Increasing the productivity of each person within an organizational unit means increasing the productivity of the organizational unit. Increasing the productivity of each unit will accumulatively increase the productivity of the company as a whole. Increasing the productivity of each company will increase national productivity. In other words,

national productivity can be increased through increasing the productivity of each company, namely by increasing the productivity of all production units including the productivity of each human resource.

Indicators of Work Productivity

According to Sutrisno (2015: 104-105) ^[48] an indicator is needed, namely as follows

a. Ability

Having the ability to carry out tasks. the ability of an employee is very dependent on the skills they have and their professionalism at work. This provides the power to complete the tasks assigned to them.

b. Improving the results achieved

Strive to improve the results achieved. The result is one that is felt by those who do and those who enjoy the results of the work. So, efforts to utilize work productivity for each person involved in a job.

c. Work Spirit

This is an effort to be better than yesterday. This indicator can be seen from the work ethic and results achieved in one day and then compared to the previous results.

d. Self-Development

Self-development to improve work skills Self-development can be done by looking at the challenges and expectations with what will be faced. Because the stronger the challenge, self-development is absolutely necessary. Likewise, the hope to be better in turn will greatly impact the desire of employees to improve their abilities.

e. Quality

Strive to improve quality better than the past. Quality is the result of work that can show the quality of employee work. So, improving quality to provide the best results which in turn will be very useful for the company and itself.

f. Efficiency

A comparison between the results achieved and the overall resources used. Inputs and outputs are aspects of productivity that have a significant impact on employees.

Transformational Leadership Style

Transformational leadership theory was first described by Bass in 1985. He stated that, unlike transactional leaders, transformational leaders inspire their members to abandon self-interest for the sake of the organization and have a profound impact on their members. Bass found a resulting reduction in member turnover and increased productivity with higher levels of member satisfaction. Transformational theory views leaders as catalysts for visionary approaches while maintaining a strategic view of what needs to be done. Transactional leaders value networking and collaboration. These leaders are vigilant in seeking out others who can also demonstrate transformational leadership skills. The transformational leadership approach seems to have captured the contemporary view of leadership. Transformational leadership theory asserts that people are motivated by the tasks they have to perform. Those who practice transformational leadership emphasize cooperation and collective action, and individuals exist within the

context of an organization or community rather than in competition with each other.

It has been suggested that transformational leadership approaches are more effective than others in creating change in an organization, especially compared to transactional leadership. This is also related to lowering the barriers to transferring knowledge within the organization. Burn states that transactional leadership is more common than transformational leadership. However, Bass further developed the concepts of transactional and transformational leadership. He established them as two separate theories.

Bass states that transformational leaders can make their members trust, respect and value them by concentrating on idealized influence, individualized consideration and inspirational motivation, which in turn implies serving as a charismatic role model and expressing a vision that can be created. It also indicates the need for intellectual stimulation, which is defined as the questioning of old assumptions and the status quo. This leadership style describes top management that tends to concentrate on developing higher motivation, encouraging member motivation with inspiring visions of the future.

Similarly, Yukl argues that charismatic leadership and transformational leadership are partially overlapping concepts. Therefore, transformational leadership can be considered as a comprehensive concept that includes charismatic leadership, visionary leadership and cultural leadership. He also describes the process of leadership that is able to influence people in organizations in both specific and general areas.

According to Burns (Northouse 2007:176), transformational leadership is a process of mutual reinforcement between leaders and followers to higher levels of morality and motivation. Transformational leadership is not only direct and top-down, but can also be observed indirectly, bottom-up, and horizontally. Leaders here are not only those at the highest managerial levels in the organization, but also those at formal and informal levels, regardless of their position or title.

Transformational Leadership Style Indicator

Dimensions and indicators of transformational leadership style, according to Robbins and Judge (2008) ^[31, 32] there are four components of transformational leadership style, namely:

- a. Idealized influence where the leader is admired, respected, and trusted. Followers emulate their leaders and identify with them. Leaders put the needs of their followers above their own. Leaders share risks with followers and behave in events that are in line with underlying ethics, principles, and values.
- b. Inspirational motivation, where leaders behave in a way that motivates those around them, giving meaning to all the activities they do. They set personal challenging goals. Individual and team spirit is raised. The group shows enthusiasm and optimism. Leaders encourage their members to envision exciting future states.
- c. Intellectual stimulation, where leaders stimulate their members' efforts to be innovative and creative, by questioning assumptions, reframing problems, and approaching old situations in new ways. There is no public criticism of the individual for members'

mistakes. New ideas and creative solutions to problems are encouraged.

- d. Individualized consideration, where leaders pay attention to the needs of each individual member, acting as a coach or mentor. Members are empowered. New learning opportunities are created in a supportive organizational climate. Individual differences, in terms of needs and wants, are addressed and recognized.

Thus, the term transformational leadership is derived from the word *to transform*, which means *to transform* or change something into another different form. A transformational leader must be able to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined targets. The resources are human resources, facilities, funds, and external factors of the organization.

Motivation

According to Moorhead and Griffin (2013:270) ^[26], nowadays, virtually all practitioners and scholars have their own definition of motivation. Usually the following words are included in the definition: desire, wish, hope, goal, objective, need, drive, motivation, and incentive.

Technically, the term motivation comes from the Latin word *Movere*, which means "to move". This meaning is evident in the following comprehensive definition: Motivation is a process that begins with a physiological or psychological deficiency that sets in motion a behavior or drive aimed at a goal or incentive. As such, the key to understanding the motivational process hinges on understanding and the relationship between needs, drives, and incentives.

Motivation Indicator

Components of work motivation indicators according to Sastrohadiwiryo (2003), as follows:

- a. **Performance**
 - One's desire to work.
 - Needs can drive them to achieve their goals.
- b. **Award**
 - An award or recognition of a performance that someone has achieved will be a strong stimulus.
 - An employee's inner satisfaction at having successfully completed their work.
- c. **Challenge**
 - The existence of challenges is a stimulus for humans to overcome them.
 - Resolving problems faced by employees.
- d. **Responsibility**
 - A sense of belonging will motivate you to take responsibility.
 - A sense of responsibility can trigger employees in overcoming the problems they face.
- e. **Engagement**
 - The sense of being involved in a decision-making process can be called a "suggestion box" that is used as input for company management, which is a strong stimulus for employees.
 - Mutual respect between employees is a way to socialize in the work environment.

f. Development

- Employee adaptation to the work environment.
- The level of employee participation in providing innovation to the company.
- Cooperative attitude among employees.

g. Opportunity

- Opportunities to advance in the career ladder are open.

Job Satisfaction

Job satisfaction is basically something that is individual, each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity is felt to be in accordance with individual desires, the higher the satisfaction with the activity. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, employee discipline is good. Conversely, if job satisfaction is not achieved at work, then employee discipline is low. According to Suwatno (2001: 187) job satisfaction is a pleasant psychological condition or employee feelings that are very subjective and highly dependent on the individual concerned and his work environment, and job satisfaction is a *multifaceted* concept (many dimensions), it can include overall attitudes or refer to parts of one's job. Meanwhile, according to Keithner and Kinicki (2005: 271) job satisfaction is an effectiveness or emotional response to various aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with an aspect of his job and or dissatisfied with one or more other aspects.

According to Robbins quoted by Wibowo (2006: 299) states that job satisfaction is a general attitude towards one's job, which shows the difference between the number of awards received by workers and the amount they believe they should receive. Meanwhile, Davis quoted by Mangkunegara (2006: 117) ^[24] states that "*Job satisfaction is the favorableness or unfavorableness with employees view their work*". This means that job satisfaction is a favorable or unfavorable feeling experienced by employees at work. Wexley and Yuki quoted by Mangkunegara (2006: 117) ^[24] define that job satisfaction is "*is the way an employee feels about his or her job*". This means that it is the way employees feel about themselves or their jobs. Siagian (2006: 295) argues that job satisfaction is a person's perspective, both positive and negative about his job. Many factors need attention in analyzing a person's job satisfaction. If in his job a person has autonomy or action, there is variety, makes an important contribution to the success of the organization and the employee gets feedback on the results of the work he does, he will feel satisfied. The right form of recognition program also results in the acceptance of a person as a member of the work group. The environmental situation leads to a high level of job satisfaction, a more precise understanding of job satisfaction can be realized if the analysis of job satisfaction is related to job performance, and the size of the organization.

Job Satisfaction Indicator

According to Rivai (2006: 479) theoretically, there are many factors that can affect job satisfaction, such as leadership style, work productivity, behavior, locus of control, fulfillment of pay expectations and work effectiveness. The

factors that are usually used to measure an employee's job satisfaction are as follows:

- a. Job content, actual performance of job tasks and as a control over work,
- b. Supervision,
- c. Organization and management,
- d. Opportunity for advancement,
- e. Salary and other financial benefits such as incentives,
- f. Coworkers,
- g. Working conditions.

Research Methods

Time and Location of Research

The research location is a place or object to conduct research. The research location chosen is PT Kemas Indah Maju Assembling Production Division. PT Kemas Indah Maju is a fully integrated Global Beauty Packaging manufacturer with factories located in Indonesia, Taiwan and China, with sales offices around the world. Utilizing European and Japanese technologies, we have combined state-of-the-art injection molding machines, metal manufacturing facilities, in-house workshops, dedicated in-house product, process and automation engineers, automation assembly and unique decoration capabilities. This research was carried out for 3 months from July 2023 to September 2023.

Research Design

This research is intended to test hypotheses using statistical calculations. This study was used to test the effect of variable X1, and variable X2 on variables X3 and Y under study. By using descriptive and verification research methods, it is known that there is a significant relationship between the variables studied so as to produce conclusions that clarify the picture of the object under study.

Population and Sample

Population is a generalization area consisting of subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. Sugiyono (2014: 80). The population in this study were middle to lower level employees from the assembling division of PT Kemas Indah Maju.

Sampling in this study was carried out using the Sample Random Sampling method. Sample Random Sampling is sampling using simple random techniques. Nurdin and Hartati (2019: 95), where the questionnaires were distributed to middle and lower level employees of the assembling production division with a total of 234 employees.

Based on the results of the Slovin formula, a sample of 70.06 was obtained. So the number of samples in this study were 70 samples.

Data Sources and Data Scale

The data source obtained in this study is a questionnaire filled out by employees of the Assembling Production Division of PT Kemas Indah Maju as respondents in this study.

The explanation of the instructions for filling out the questionnaire and the questions in the questionnaire were made as simple and clear as possible to make it easier for respondents to fill in the answers. The instrument used to measure the variables of this study is a 7-point differential semantic scale.

Data Analysis Technique

The purpose of the data analysis technique is to interpret and then draw conclusions based on the data that has been collected. The research uses statistics contained in the IBM SPSS Statistics Version 27 software in processing and analyzing the data from this study. SPSS (Statistical Product and Service Solutions) is a software program that has high statistical analysis capabilities and a data management system in a graphical environment using descriptive presentations and simple dialog boxes so that it is easy to understand how to operate.

Research Results And Discussion

Reliability Test Results

The test that needs to be done to see the quality of the data generated is to conduct reliability testing. This test is carried out by comparing the *Cronbach's Alpha* value with a value of 0.600. If the *Cronbach's Alpha* value is greater than 0.600, it can be said that the statement is reliable. The results of the *Cronbach's Alpha* calculation using the SPSS version 27 program with the following results.

Table 1: Results of Calculation of Research Variable Reliability Test

Variables	Cronbach's Alpha	R-Table	Description
Transformational Leadership Style	0,771	0,600	Reliable
Motivation	0,795	0,600	Reliable
Job Satisfaction	0,774	0,600	Reliable
Work Productivity	0,763	0,600	Reliable

Source: Results of data processed by researchers, 2023

Based on Table 4.5, it can be seen that there are 4 variables with *Cronbach's Alpha* values which are all greater than 0.600, so as the basis for decision making in the reliability test above, it can be concluded that the variables of transformational leadership style, work motivation, job satisfaction and work productivity in this study are reliable.

Patch Analysis

Step 1

Table 2: Multiple Linear Regression Equation Substructure 1

Model		Coefficients			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	32.110	5.992		5.359	<,001
	Transformational Leadership Style	.549	.082	.605	6.689	<,001
	Work Motivation	-.334	.094	-.320	-3.543	<,001

a. Dependent Variable: Job Satisfaction

Source: Results of data processed by researchers, 2023

Structural Equation I is as follows: $X3 = 0.605 (X1) + -0.320 (X2) + 0.734 (\epsilon1)$

Step 2

Table 3: Multiple Linear Regression Equation Substructure 2

Model		Coefficients			t	Sig.
		Unstandardized Coefficients	Standardized Coefficients	Beta		
		B	Std. Error			
1	(Constant)	6.764	6.149		1.100	.275
	Transformational Leadership Style	-.310	.091	-.257	-3.398	.001
	Work Motivation	.405	.088	.293	4.594	<.001
	Job Satisfaction	1.416	.105	1.067	13.495	<.001

a. Dependent Variable: Work Productivity

Source: Results of data processed by researchers, 202

Structural Equation II is as follows: $Y = -0.257 (X_1) + 0.293 (X_2) + 1.067 (X_3) + 0.475 (\epsilon_2)$

Merging Phase I and Phase II Models

The Influence of Transformational Leadership Style and Motivation on Employee Work Productivity Through Job Satisfaction at PT. Kemas Indah Maju Assembling Production Division

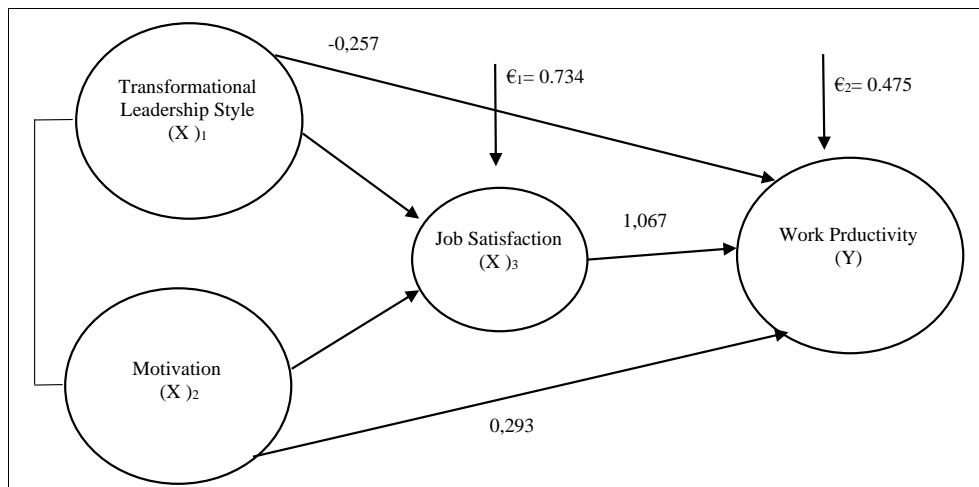


Fig 2: Substructure Equation

Table 4: Path Coefficient of Direct Influence, Indirect Influence, and Total Influence of Transformational Leadership Style, Motivation, Job Satisfaction and Work Productivity

No.	Variables			Regression Coefficients			R ²	Sig	t	F
	Exogenous	Mediation	Endogenous	Direct	Indirect	Total				
1	X ₁	-	Y	-0,257	-	-0,257	-	0,001	-3,398	-
2	X ₂	-	Y	0,293	-	0,293	-	<0,001	4,594	-
3	X ₃	-	Y	1,067	-	1,067	-	<0,001	13,494	-
4	X ₁	X ₃	-	0,605	-	0,605	-	<0,001	6,689	-
5	X ₂	X ₃	-	-0,320	-	-0,320	-	<0,001	-3,543	-
6	X X _{1,2}	X ₃	-	-	-	-	0,453	<0,001	-	27,722
7	X X _{1,2}	-	Y	-	-	-	0,774	<0,001	-	5,995
8	X ₁	X ₃	Y	-	-0,274	0,793	-	-	-	-
9	X ₂	X ₃	Y	-	0,312	1,379	-	-	-	-
10	Coefficient e ₁	-	-	-	-	0,734	-	-	-	-
11	Coefficient e ₂	-	-	-	-	0,475	-	-	-	-
12	DE Y = pyx ₁ + IE pyx x ₁₃			-	-	0,793	-	-	-	-
13	DE Y = pyx ₂ + IE pyx x ₂₃			-	-	1,379	-	-	-	-

The structural equation model used as a whole consists of two exogenous variables, one mediating variable, and one endogenous variable. The picture above shows that the variable is affected by the estimation of direct effect, indirect effect, and total effect. The results showed that the effect value of the regression coefficient, both direct, indirect, and total effect has a significance value (p-value).

1. The Effect of Transformational Leadership Style on Work Productivity

The effect of the independent variable X₁ (transformational leadership style) on Y (work productivity) of -0.257 shows that the transformational leadership style variable has a negative effect on work productivity. Thus, the results of this study partially prove that there is a negative relationship between the transformational leadership style variable and work productivity in the Assembling Division of PT Kemas Indah Maju.

2. The Effect of Motivation on Work Productivity

The effect of the independent variable X2 (motivation) on Y (work productivity) of 0.293 shows that the motivation variable has a positive effect on work productivity. Thus, the results of this study partially prove that there is a positive relationship between motivation variables and work productivity in the Assembling Division of PT Kemas Indah Maju.

3. The Effect of Job Satisfaction on Work Productivity

The effect of the independent variable X3 (job satisfaction) on Y (work productivity) of 1.067 shows that the job satisfaction variable has a positive effect on work productivity. Thus, the results of this study prove that partially there is a positive relationship between job satisfaction variables and work productivity in the Assembling Division of PT Kemas Indah Maju.

4. The Effect of Transformational Leadership Style on Job Satisfaction

The effect of the independent variable X1 (transformational leadership style) on X3 (job satisfaction) of 0.605 shows that the transformational leadership style variable has a positive effect on job satisfaction. Thus, the results of this study partially prove that there is a positive relationship between the transformational leadership style variable and job satisfaction.

5. The Effect of Motivation on Job Satisfaction

The effect of the independent variable X2 (motivation) on X3 (job satisfaction) of -0.320 shows that the transformational leadership style variable has a negative effect on job satisfaction. Thus, the results of this study partially prove that there is a negative relationship between the motivation variable and job satisfaction.

6. The Effect of Transformational Leadership Style on Work Productivity Through Job Satisfaction

The indirect effect of leadership style on work productivity through job satisfaction is $-0.257 \times 1.067 = 0.274$. The indirect effect coefficient value of 0.274 is a positive value greater than the direct effect of transformational leadership style on work productivity which is -0.257. So it can be concluded that job satisfaction through transformational leadership style affects work productivity.

7. The Effect of Motivation on Work Productivity Through Job Satisfaction

The indirect effect of work motivation on work productivity through job satisfaction is $0.293 \times 1.067 = 0.312$. The coefficient of indirect effect, 0.312, is positive but greater than the direct effect of motivation on work productivity, 0.293. So it can be concluded that job satisfaction through motivation affects work productivity.

8. Total Effect

The total effect is the sum of (Direct Effect or DE) and (Indirect Effect or IE). The effect between variable X1 (Transformational Leadership Style) and Y (Work Productivity) with the effect of X1 (Transformational Leadership Style) on Y (Work Productivity) through the mediating variable X3 (Job Satisfaction) from path analysis as follows:

$$DE Y = \text{pyx1} + \text{IE pyx1x3} = -0.274 + 1.067 = 0.793$$

The effect between variable X2 (motivation) and Y (Work Productivity) with the effect of X2 (Motivation) on Y (Work Productivity) through the mediating variable X3 (Motivation) from path analysis as follows:

$$DE Y = \text{pyx2} + \text{IE pyx2x3} = 0.312 + 1.067 = 1.379$$

Research Discussion

The discussion is the most important part of the research. The liberation of research results presents research findings and their implications.

1. The Effect of Transformational Leadership Style on Work Productivity at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of the research, transformational leadership style affects work productivity because leaders who always provide good examples to subordinates so that employees do work always seriously so that no mistakes occur.

Based on the results of the direct effect test, it shows that the transformational leadership style has a negative effect on work productivity, thus, the results of this study partially prove that there is a negative relationship between the transformational leadership style variable and work productivity. The results of this study are in line with previous research conducted by Baskara Agung Wibawa *et al* (2020)^[4], Faisal Shafique Butt (2014), Laela Apriyanti *et al* (2022)^[22], Sahat Simbolon *et al* (2023)^[34].

2. The Effect of Motivation on Work Productivity at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of the research, motivation affects work productivity because employees feel that working at PT Kemas Indah Maju has its own challenges, so employees always do their work seriously so that no mistakes occur.

Based on the results of the direct effect test, it shows that work motivation has a positive effect on work productivity, thus, the results of this study partially prove that there is a positive relationship between motivation variables and work productivity. The results of this study are in line with previous research conducted by Sri Hastari *et al* (2021), Bestadrian Prawiro Theng and Robin (2023)^[7].

3. The Effect of Job Satisfaction on Work Productivity at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of research job satisfaction affects work productivity because the work done has benefits for the company, thus employees do work always seriously so that no mistakes occur.

Based on the results of the direct effect test, it shows that job satisfaction has a positive effect on work productivity, thus, the results of this study partially prove that there is a positive relationship between motivation variables and work productivity. The results of this study are in line with previous research conducted by: SP Fajarto *et al* (2019)

4. The Effect of Transformational Leadership Style on Job Satisfaction at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of the research, transformational leadership style affects job satisfaction because leaders always provide good examples to subordinates, thus the

impact on employees feels working at PT Kemas Indah Maju Assembling Production Division is fun.

Based on the results of the direct effect test, it shows that the transformational leadership style has a positive effect on job satisfaction, thus, the results of this study partially prove that there is a positive relationship between the transformational leadership style variable and job satisfaction. The results of this study are in line with previous research conducted by SP Fajarto *et al* (2019).

5. The Effect of Motivation on Job Satisfaction at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of research motivation affects job satisfaction because working at PT Kemas Indah Maju assembling production division employees feel they have their own challenges, thus the impact on employees feels that working at PT Kemas Indah Maju Assembling Production Division has benefits for the company.

Based on the results of the direct effect test, it shows that motivation has a negative effect on job satisfaction, thus, the results of this study partially prove that there is a negative relationship between motivation variables and job satisfaction. The results of this study are in line with previous research conducted by Ayu Sabena *et al* (2016)^[3].

6. The Effect of Transformational Leadership Style and Motivation on Job Satisfaction at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of the research, transformational leadership style and motivation affect job satisfaction because leaders always provide good role models for subordinates and employees feel they have their own challenges in doing their jobs and the work they do has beneficial value for the company. Thus it can be concluded that simultaneously the transformational leadership style and motivation variables have a positive and significant influence on job satisfaction variables. The results of this study are in line with previous research conducted by Imam Mahdi *et al* (2022).

7. The Effect of Transformational Leadership Style and Motivation on Work Productivity at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of research transformational leadership style and motivation affect work productivity because leaders always provide motivation to raise the spirit of employees and employees have a desire to excel in doing their work and in doing their work always earnestly so that no mistakes occur. Thus it can be concluded that simultaneously transformational leadership style variables and motivation have a positive and significant influence on work productivity variables. The results of this study are in line with previous research conducted by Sri Hastari *et al* (2021), Muh Dody Almaruf *et al* (2022).

8. The Effect of Transformational Leadership Style on Work Productivity Through Job Satisfaction at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of research on transformational leadership style on work productivity through job satisfaction because the leader always provides motivation to raise the enthusiasm of employees and in doing their

work is always serious so that no mistakes occur, as for the effect of job satisfaction as a mediating variable, namely all employees have the opportunity to advance, thus the indirect effect of leadership style on work productivity through job satisfaction is -0.274. The negative value is greater than the direct effect of transformational leadership style on work productivity, which is -0.257. So it can be concluded that job satisfaction through transformational leadership style affects work productivity. The results of this study are in line with previous research conducted by Bestadrian Prawiro Theng and Robin (2023)^[7], Nigrum (2018).

9. The Effect of Motivation on Work Productivity Through Job Satisfaction at PT. Kemas Indah Maju Assembling Production Division.

Based on the results of research on motivation to work productivity through job satisfaction because all employees have a desire to excel in doing their work and in doing their work they always mean it so that no mistakes occur, as for the effect of job satisfaction as a mediating variable, namely all employees have the opportunity to advance thus The indirect effect of work motivation on work productivity through job satisfaction is 0.312. Positive value but greater than the direct effect of motivation on work productivity, which is 0.293. So it can be concluded that job satisfaction through motivation affects work productivity. The results of this study are in line with previous research conducted by Bestadrian Prawiro Theng *et al* (2023)^[7], SP Fajarto *et al* (2019).

Conclusions and Recommendations

Conclusion

Based on the results of research on the effect of transformational leadership style and motivation on employee productivity through job satisfaction at PT Kemas Indah Maju Assembling Production Division, the following conclusions can be drawn:

1. Based on the results of the description analysis, it was found that:

a. Transformational Leadership Style

Based on the results of descriptive analysis, it shows that the indicators that contribute to the formation of transformational leadership style variables are ideal influence, namely the leader's statement always provides a good example to subordinates, the average value of transformational leadership style variables tends to strongly agree that indicators of ideal influence, inspirational motivation, intellectual stimulus and individualized consideration, form transformational leadership style variables.

b. Motivation

Based on the results of descriptive analysis, it shows that the indicators that contribute to the formation of motivation variables are challenges, namely working at PT Kemas Indah Maju has its own challenges, the average value of motivation variables tends to strongly agree that indicators of achievement desire, reward, challenge, responsibility, involvement and opportunity form motivation variables.

c. Job Satisfaction

Based on the results of descriptive analysis, it shows that the indicators that contribute to the formation of job satisfaction

variables are job content, namely the work done has benefits for PT Kemas Indah Maju, the average value of job satisfaction variables tends to strongly agree that indicators of job content, supervision, organization and management, opportunities for advancement, salary, coworkers and working conditions form job satisfaction variables.

d. Work Productivity

Based on the results of descriptive analysis, it shows that the indicators that contribute to the formation of work productivity variables are quality, namely I always try to improve the quality of my work, the average value of work productivity variables tends to strongly agree that indicators of ability, improve results achieved, work enthusiasm, self-development, quality, and efficiency form work productivity variables.

1. Transformational leadership style has a negative and significant effect on work productivity.
2. Motivation has a positive and significant effect on work productivity
3. Job satisfaction has a positive and significant effect on work productivity
4. Transformational leadership style has a positive and significant effect on job satisfaction.
5. Motivation has a negative and significant effect on job satisfaction
6. Transformational leadership style and motivation have a positive and significant effect on job satisfaction.
7. Transformational leadership style and motivation have a positive and significant effect on work productivity.
8. Transformational leadership style has a positive effect on work productivity through job satisfaction.
9. Motivation has a negative effect on work productivity through job satisfaction.

Recommendations

Based on the results of research on the effect of transformational leadership style and motivation on work productivity through job satisfaction at PT Kemas Indah Maju Assembling Production Division, the following suggestions can be made:

1. For the development of science

The results of this study are expected to contribute to the science, insight and experience of researchers in the field of human resource management, especially regarding transformational leadership style and motivation to work productivity through job satisfaction and this research is expected to provide information, insight and experience directly in dealing with problems that exist in the world of work.

2. For future research

For future research, it is recommended to explore a more in-depth relationship between transformational leadership style, motivation, job satisfaction, and work productivity by utilizing the latest theories in the field of leadership and organizational psychology, (Expectancy Leadership Theory, Multidimensional Job Satisfaction Theory Intrinsic Motivation Theory, Sustainable Leadership Theory).

As well as several new theories that can be developed and applied in this research so that, among others, it is related to Human Resource for Development Cum Development for Humankind, through the Danish welfare state model explaining that the core of developing superior and productive human resources is "trust based". In the

competency tree model, the development of superior human resources is as follows:

- a. **Roots:** as the root of the TACIT Knowledge tree (implicit) based on fundamental values, namely; trust, truth, productive based TACIT must be supported by confidence, care, fairness, credibility, integrity, respect, discipline, and honesty.
- b. **Trunk:** as a tree trunk has passion as a relentless and unyielding spirit to improve competence Explicit Knowledge (knowledge, skill, attitude)
- c. **Leaves:** as the fruit of the tree where explicit competence will produce the fruit ie: productivity.

The competency tree model is related to dynamic excellence, namely creating human resources that are highly competitive with high productivity, including being able to utilize innovative technology and provide added value to the company.

By integrating these recent theories in research, we can gain deeper and more contextualized insights into the complexity of the relationship between transformational leadership style, motivation, job satisfaction, and work productivity. This will help us understand how various factors interact with each other and provide a basis for the development of leadership strategies that are more effective in improving employee performance and well-being.

3. For the company PT Kemas Indah Maju Assembling Production Division.

The results of this study are expected to be used as input and reference for organizations to make policies or decisions that are deemed necessary in an effort to increase work productivity by paying attention to the following:

a. Transformational Leadership Style

In this study, the intellectual stimulus indicator that provides the lowest average value for the formation of transformational leadership style variables, namely the leader approaches employees in a new way. As a suggestion, companies should provide training and development programs for leaders and employees to improve their abilities and skills in leading and working effectively. In addition, it is believed that providing space for creativity to employees can help in creating new ways of leading that can lead to a better transformational leadership style.

b. Motivation

In this study, the award indicator that gives the lowest average value to the formation of motivation variables is that all employees at PT Kemas Indah Maju want to be recognized in their work. In giving awards, it is important to pay attention to fairness and consistency, so that each employee feels recognized and valued based on their actual performance and contribution. By providing appropriate and measurable rewards, companies can motivate employees to continue to develop themselves and contribute more to the company.

c. Job Satisfaction

In this study, the salary indicator that provides the lowest average value for the formation of job satisfaction variables, namely the salary received by employees of PT Kemas Indah Maju is sufficient, that the company needs to conduct

a more detailed and sustainable compensation analysis. This is important to ensure that each employee receives a salary that is appropriate and commensurate with their performance and contribution, some specific steps that can be taken by the company are:

- Conduct periodic salary and benefit surveys to ensure that salaries and benefits provided are in line with industry standards and in line with employee performance levels.
- Establish a clear and transparent performance appraisal system and link it to greater incentives and salary increases.
- Implement reward programs and other benefits for employees who have the best performance or have significant contributions in certain projects.
- By implementing these measures, companies can ensure that each employee receives a fair and equitable salary for their performance and contribution and at the same time help to improve overall employee job satisfaction.

d. Work Productivity

In this study, the ability indicator that gives the lowest average value to the formation of work productivity variables is that all employees are able to do the job because they are experienced. that companies need to evaluate and improve employee training and development programs continuously. This shows that only experience is not enough, but employees must continue to be given training and development so that their skills and abilities are always updated and improved. Some specific steps that companies can take are:

- Implement employee training and development programs to improve their skills and abilities in performing assigned tasks.
- Offer mentoring and coaching programs to improve employee productivity and performance and help them achieve their work goals.
- Organize regular discussions and meetings that allow employees to provide feedback and participate in decision-making.

In this way, companies can ensure that all employees have access to the training and development they need to improve their abilities and skills, resulting in better work productivity.

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