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

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Abstract : This study analyzes the influence of leadership style and work motivation on employee productivity in the Batam City Government (Pemko Batam), considering the work environment as an intermediary variable. The method used is a mixed approach between 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 on 250 employees at Pemko Batam, with data collected through questionnaires distributed using purposive sampling. The results of the study show that both qualitative and quantitative approaches have the same correlation results: leadership style significantly affects employee productivity, work motivation has a positive relationship with employee productivity, and the work environment is proven to act as an intermediary variable that affects the relationship between leadership style and work motivation with employee productivity in the Batam City Government.

Keywords : leadership style; work motivation; productivity; work environment; batam city government.

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INTRODUCTION

productivity. In the modern era, the Batam City Government faces many challenges in improving the performance of its civil servants. 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 work environment (Gautam, 2024). Understanding these aspects can help government agencies implement strategies to improve workforce 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 shows how a leader can influence the views and beliefs of staff by guiding and encouraging them to achieve organizational goals (Lesomar & Bunga, 2024). Transformational leadership style can produce more fundamental changes in employees and organizations, such as increased self-confidence, changes in values, needs, and goals (Sutrisno et al., 2023), transformational leadership has a strong positive influence on empowerment in the workplace, which increases job satisfaction (Mulyatiningsih & Sasyari, 2021), psychological well-being and psychological empowerment influence organizational commitment (Iqbal et al., 2020). Leadership style is the pattern of behavior and strategies used

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by leaders to influence subordinates. According to (Hersey & Blanchard, 1969), there are four main leadership styles: Commanding, Persuading, Participating, and Delegating.

There is a strong positive relationship between employee motivation and performance, as well as between performance motivation and work quality. To improve work quality, it is necessary to fulfill the variables that influence work motivation, such as psychological motivation, security motivation, social motivation, reward motivation, actualization motivation, and leadership (Masfi et al., 2023). Work motivation is defined as internal and external drives that encourage a person 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 morale (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, timeliness, attendance, and ability to work together. The work environment includes everything around workers that can affect performance. It is divided into two categories: the physical environment (rooms, facilities) and the non-physical environment, such as relationships between coworkers and organizational culture (Mahawati et al., 2021).

A friendly and healthy work environment can reduce stress and increase productivity. Factors such as work environment conditions and employee well-being are very important for productivity (Bayomei et al., 2023). Health issues, stress, work environment, and personality characteristics are some of the important factors that affect productivity, which shows how important these factors are in achieving goals. The success of government organizations depends on employee productivity, which directly affects their ability to adapt to new developments. Engaging, encouraging, and developing human resources are important strategies for improving performance productivity (Torabi, 2022).

Employee productivity is crucial to the success of government organizations in influencing employee performance growth. Employee productivity contributes significantly to the success of government organizations because employee empowerment practices and effective employee relations 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 effective employee empowerment and relations practices improve efficiency and service delivery (Linkoi & Makhamara, 2023).

The government still faces many problems related to employee discipline and performance motivation. These problems include low levels of effectiveness and efficiency, lack of authority and responsibility, placement of employees who are not in line with their competencies, and low levels of discipline and work initiative (Jibrán et al., 2022). The Batam City Government faces many problems that affect employee productivity. Some of the main problems include lack of discipline, poor supervision, and an uncomfortable working environment. These problems contribute to employee productivity in the Batam City Government, despite regulations governing discipline (Erniyanti & Mardiantika, 2023). Poor quality of public services, slow administrative processes, lack of responsiveness to community needs, and expectations of high service standards are some indications of declining work productivity. Limited Internal Motivation: Some employees have conventional and less innovative work attitudes 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 compatible with the dynamics of modern organizations.

Poor quality of public services, slow administrative processes, lack of responsiveness to community needs, and expectations of superior service standards are some indications of declining work productivity. Limited Internal Motivation: Some employees have a conventional and uninnovative work attitude, and lack the drive to develop their full potential. One factor that affects work productivity is the complexity of leadership styles. This is because many leadership styles are not fully compatible with 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 careers of civil servants. 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 discipline among state officials is influenced by five factors: (1) leadership commitment, (2) enforcement of rules, (3) awareness among state officials, (4) monitoring systems, and (5) strict sanctions. The enforcement of discipline among state officials in Batam is most influenced by leadership commitment and enforcement of rules. Leadership commitment and strict rules are key components in enforcing discipline among civil servants in Batam. To enforce discipline, leadership commitment and strict rules must be improved. In addition, efforts need to be made to raise awareness among civil servants 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 promote development and community service. Due to the complexity of government tasks, employee productivity must be optimal in order to achieve effective and efficient governance. However, there are still several issues that hinder optimal performance. The contextual work environment in the Batam City Government has various different characteristics that impact employee productivity. These include limited performance support infrastructure, organizational infrastructure that does not yet fully support work efficiency, and an internal communication system that still requires development. The urgency of this research is very important to identify factors that influence employee work productivity, analyze the strategic role of leadership style in driving performance, evaluate the contribution of work motivation to organizational achievement, and understand the role of the work environment as an intermediary variable (Siti Hikmatul Iklima, Muhammad Tahajjudi Ghifary & Rachmawati, 2024).

Based on this background, the research aims to answer fundamental questions: How does leadership style influence employee productivity? How significant is the contribution of work motivation in improving performance? How does the work environment mediate the relationship between these variables? The significance of this study is expected to contribute academically to the development of human resource management theory, provide practical recommendations for policymakers in the Batam City Government, and serve as a strategic reference in efforts to improve the productivity of civil servants. Therefore, research on "The Influence of Leadership Style and Work Motivation on Employee Work Productivity in the Batam City Government with the Work Environment as an Intermediary Variable" is a highly relevant and contextual study in efforts to optimize the performance of government organizations. This study aims to analyze the influence of leadership style on work productivity, examine the contribution of work motivation to employee productivity, and evaluate the role of the work environment as an intermediary variable.

The existing literature generally separates the influence of these variables or tests them in the non-governmental sector, thus failing to provide an overview of the intermediary mechanisms in local bureaucracy. This study closes that gap through a mixed methods design and mediation testing (Sobel test) on the population of the Batam Municipal Government, producing consistent qualitative-quantitative findings that the work environment bridges the effects of leadership and motivation on productivity. Thus, its main contribution is to clarify

the causal pathways based on the context of local bureaucracy, which had not previously been comprehensively documented. This study offers novelty by combining mixed methods and mediating tests of the work environment in the relationship between leadership style, motivation, and productivity in local bureaucracies. Theoretically, the findings confirm the direct influence of leadership and motivation, while expanding the organizational behavior model by placing the quality of the work environment as a significant bridge to productivity. Practically, the results provide a basis for integrated policies on leadership development, strengthening intrinsic–extrinsic motivation, and improving the physical–psychosocial environment to maximize public service performance.

METHODOLOGY

The research design uses a mixed method approach, combining qualitative and quantitative methods. The qualitative approach in this study aims to explore a deeper understanding of the factors that directly affect employee productivity, such as leadership style, work motivation, and work environment

Table 1: Distribution of Respondents Based on Characteristics

Characteristics	Category	Number	Percentage
Gender	Male	145	58
	Female	105	42
Age	20-30 years	50	20
	31-40 years	100	40
	41-50 years	75	30
	>50 years old	25	10
Education	High School	50	20
	Diploma	75	30
	Bachelor	100	40
	Master's Degree	25	10

Source: processed by researchers

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 view the work environment in the Batam City Government. The quantitative approach uses a survey method. The variables in this study are the independent variables of leadership style and work motivation, the dependent variable of work productivity, and the mediating variable of the work environment. The population consists of all Batam City Government employees. The sample consists of 250 employees.

Table 2. Validity Test

Variables	Indicator	Correlation Coefficient	r-table	Description
Leadership	LS1	0.712	0.161	Valid
	LS2	0.689	0.161	Valid
	LS3	0.734	0.161	Valid
Work Motivation	WM1	0.701	0.161	Valid
	WM2	0.723	0.161	Valid
	WM3	0.688	0.161	Valid
Work Environment	WE1	0.654	0.161	Valid
	WE2	0.712	0.161	Valid
	WE3	0.699	0.161	Valid
Productivity	PR1	0.745	0.161	Valid
	PR2	0.721	0.161	Valid
	PR3	0.738	0.161	Valid

Note: All questions were deemed valid because the correlation value was greater than the table value (0.161)*.

Source: processed by researchers

Data collection uses a questionnaire with a 1-5 Likert scale. Variables are measured through specific validated indicators like validity and reliability, normality test, multicollinearity test. Based on the validity test results presented in Table 2, it can be concluded that all indicators used in the research questionnaire are valid. This can be seen from the correlation coefficient values for each statement on all variables, which are greater than the

critical value of r-table of 0.161. In more detail, for the Leadership variable, the three indicators (LS1, LS2, and LS3) have high correlation coefficients, namely 0.712, 0.689, and 0.734, respectively. For the Work Motivation variable, all indicators (WM1, WM2, WM3) also show strong coefficients, namely 0.701, 0.723, and 0.688. Meanwhile, the indicators for the Work Environment variable (WE1, WE2, WE3) ranged from 0.654 to 0.712. Finally, the Productivity variable, measured through three indicators (PR1, PR2, PR3), recorded the highest correlation coefficients, namely 0.745, 0.721, and 0.738. Thus, it can be confirmed that all items in this research instrument consistently and accurately measure the intended variable constructs, thereby meeting the eligibility requirements for use in further statistical testing.

Table 3. Reliability Test

Variables	Cronbach's Alpha	Alpha > 0.7	Description
Leadership	0.856	> 0.7	Reliable
Work Motivation	0.821	> 0.7	Reliable
Work Environment	0.789	> 0.7	Reliable
Productivity	0.834	> 0.7	Reliable

Note: All variables are reliable because Alpha > 0.7.

Source: processed by researchers

Based on the Reliability Test results presented in Table 3, it can be concluded that all variables in this study are reliable. This is indicated by the Cronbach's Alpha value for each variable, which far exceeds the minimum reliability threshold of 0.7. More specifically, the Leadership variable recorded the highest reliability value of 0.856, followed by the Productivity variable at 0.834 and Work Motivation at 0.821. Meanwhile, the Work Environment variable also showed very adequate internal consistency with a Cronbach's Alpha value of 0.789.

Table 4. Normality Test

Variables	Asymp. Sig. (2-tailed)	α	Description
Leadership	0.152	0.05	Normal
Work Motivation	0.178	0.05	Normal
Work Environment	0.201	0.05	Normal
Productivity	0.165	0.05	Normal

Note: The data is normally distributed because the p-value is greater than 0.05*.

Source: processed by researchers

Based on the results of the Normality Test presented in Table 4, it can be concluded that the research data for all variables are normally distributed. This is indicated by the *Asymp. Sig. (2-tailed)* value of the Kolmogorov-Smirnov test, which is greater than the significance level of $\alpha = 0.05$. Specifically, the Leadership variable has a significance value of 0.152, the Work Motivation variable is 0.178, the Work Environment variable is 0.201, and the Productivity variable is 0.165. Since all these significance values are higher than the critical limit of 0.05, it can be confirmed that the data distribution for each variable meets the normality assumption.

Table 5. Multicollinearity Test

Variables	Tolerance	VIF	Description
Leadership	0.723	1.383	No multicollinearity
Work Motivation	0.698	1.433	No multicollinearity
Work Environment	0.712	1.404	No multicollinearity

Note: There is no multicollinearity because Tolerance > 0.1 and VIF < 10.*.

Source: processed by researchers

Based on the results of the Multicollinearity Test presented in Table 5, it can be concluded that there is no multicollinearity problem between the independent variables in this research model. This is evidenced by the Tolerance values of all variables, which far exceed

the minimum limit of 0.1, and the VIF (Variance Inflation Factor) values, which are well below the maximum limit of 10. In detail, the Leadership variable has a Tolerance value of 0.723 and a VIF of 1.383, the Work Motivation variable shows a Tolerance value of 0.698 and a VIF of 1.433, and the Work Environment variable records a Tolerance value of 0.712 and a VIF of 1.404. All of these values meet the criteria for freedom from multicollinearity by a wide margin.

Data Analysis Techniques use t t-test, f-test, Path Analysis, Sobel Test to examine the mediating variable. The use of a mixed-method approach provided significant advantages in this study, as the two approaches complemented each other. The qualitative approach allowed researchers to gain deep insights into the social context and individual perceptions, while the quantitative approach provided 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 productivity in the Batam City Government. 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 intermediary variable that moderates these effects.

RESULTS AND DISCUSSION

Regression Analysis

Based on the results of the T-test (partial test) presented in Table 6, it can be concluded that all independent variables partially have a significant effect on the dependent variable in this study.

Table 6. T-Test (Partial Test)

Variables	t-count	t-table	p-value	Description
Leadership → Productivity	5.123	1.96	0.000	Significant
Work Motivation → Productivity	4.567	1.96	0.000	Significant
Leadership → Work Environment	3.987	1.96	0.001	Significant
Work Environment → Productivity	3.234	1.96	0.005	Significant

Note: All variables are significantly influential because the calculated t-value > table t-value and p-value < 0.05*.

Source: processed by researchers

This is indicated by a t-value greater than the t-table (1.96) and a p-value smaller than the significance level of 0.05. Specifically, the Leadership on Productivity variable recorded the highest t-value of 5.123 with a p-value of 0.000, followed by the Work Motivation on Productivity variable with a t-value of 4.567 (p-value 0.000). Furthermore, the variable of Leadership on Work Environment also showed a significant effect with a t-value of 3.987 (p-value 0.001), and the variable of Work Environment on Productivity recorded a t-value of 3.234 (p-value 0.005). Thus, it can be confirmed that individually, each independent variable, namely Leadership, Work Motivation, and Work Environment, has a significant effect on Productivity. These results reinforce the theoretical basis that these three factors do indeed play an important role in increasing employee productivity in the Batam City Government.

Based on the results of the F-test for the Productivity Model presented in Table 7, it can be concluded that the regression model as a whole is significant. This is evidenced by a calculated F-value of 25.67, which is much greater than the table F-value of 2.99, and is supported by a p-value of 0.000, which is less than the significance level of 0.05. These results indicate that the independent variables consisting of Leadership, Work Motivation, and Work Environment collectively (simultaneously) have a significant effect on the dependent variable of Productivity. In other words, the regression model formed has met the statistical validity to explain the effect of these three factors on employee productivity.

Table 7. F Test Productivity Model

Model	F count	F table	p-value	Description
Regression	25.67	2.99	0.000	Significant

Note: models are significant because the calculated F-value > table F-value and p-value < 0.05*.

Source: processed by researchers

Based on the results of the F-test for the Work Environment Model presented in Table 8, it can be concluded that the regression model as a whole is significant. This is evidenced by a calculated F-value of 20.45, which far exceeds the table F-value of 2.99, and is supported by a p-value of 0.000, which is less than the significance level of 0.05.

Table 8. F Test Work Environment Model

Model	F count	F table	p-value	Description
Regression	20.45	2.99	0.000	Significant

Note: models are significant because the calculated F-value > table F-value and p-value < 0.05*.

Source: processed by researchers

These results indicate that the independent variables consisting of Leadership and Work Motivation simultaneously have a significant effect on the dependent variable of Work Environment. Thus, the regression model formed has met the statistical validity to explain the mechanism of how Leadership and Work Motivation together affect the Work Environment. This finding reinforces the theoretical basis that these two independent variables do indeed play an important role in shaping the Work Environment, which will ultimately affect employee Productivity. The significance of this model also supports the feasibility of using the Work Environment as an intervening variable in further mediation analysis.

Path Analysis and Mediation Testing

Based on the Path Coefficients results presented in Table 9, it can be analysed that all variables have a significant influence, both directly and indirectly, on productivity. The Leadership Style variable has a direct effect of 0.312 and an indirect effect of 0.0485 through the Work Environment, bringing the total effect to 0.3605. Meanwhile, the Work Motivation variable shows a direct effect of 0.276 and an indirect effect of 0.0438 through the Work Environment, with a total effect of 0.3198.

Table 9. Path Coefficients

Path	Direct Effect	Indirect Effect	Total Effect
Leadership Style → Productivity	0.312	$0.245 \times 0.198 = 0.0485$	0.3605
Work Motivation → Productivity	0.276	$0.221 \times 0.198 = 0.0438$	0.3198
Leadership Style → Work Environment	0.245	-	0.245
Work Motivation → Work Environment	0.221	-	0.221
Work Environment → Productivity	0.198	-	0.198

Source: processed by researchers

Furthermore, it can be seen that the Work Environment acts as an effective mediating variable, where Leadership Style and Work Motivation each have a direct effect of 0.245 and 0.221 on the Work Environment, which in turn has a direct effect of 0.198 on Productivity. Thus, it can be concluded that although both independent variables have a strong direct effect on productivity, the existence of the Work Environment as a mediating variable also strengthens this effect, albeit to a lesser extent. These results confirm that the mediation model proposed in this study has good validity and that Work Environment does indeed act as a partial mediator in the relationship between Leadership Style and Work Motivation on Productivity.

Based on the results of the Sobel Test presented in Table 10, it can be concluded that the Work Environment significantly mediates the relationship between Leadership Style and Work Motivation on Productivity. This is indicated by a z-value greater than 1.96 and a p-value smaller than the significance level of 0.05 for both mediation paths. Specifically, the mediation

path of Leadership Style influence Work Environment influence Productivity recorded a z-value of 2.15 with a p-value of 0.032, while the path of Work Motivation influence Work Environment influence Productivity showed a z-value of 2.09 with a p-value of 0.037.

Table 10. Sobel Test

Mediation Pathway	a	b	a×b	SEa	SEb	z-value	P-value	Significance
LS → WE → Prod	0.245	0.198	0.0485	0.074	0.070	2.15	0.032	Significant
WM → WE → Prod	0.221	0.198	0.0438	0.071	0.070	2.09	0.037	Significant

Source: processed by researchers

These values were obtained from the calculation of indirect coefficients ($a \times b$), which were 0.0485 and 0.0438, respectively, with relatively small standard errors. Thus, it can be confirmed that the mediation hypothesis in this study is statistically proven. The Work Environment acts as a significant partial mediator in explaining the mechanism of how Leadership Style and Work Motivation affect employee Productivity. This finding reinforces the importance of creating a conducive work environment as one of the strategies to increase productivity, in addition to direct efforts through improving leadership style and increasing work motivation.

Discussion

The Influence of Leadership Style on Employee Work Productivity

One of the main findings of this study is that leadership style has a significant effect on employee productivity. The transformational leadership style implemented in the Batam City Government has a direct impact on employee performance. Leaders who implement a supportive leadership style, such as transformational leadership, have proven to be more successful in motivating employees to work better and achieve organizational goals. Transformational leadership focuses on leaders who are able to inspire, motivate, and encourage employees to improve their performance. Leaders who are able to provide a clear vision and involve 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 increase 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 greater emphasis on power or control, often cause dissatisfaction and demotivation among employees. Employees who feel unappreciated or ignored in the decision-making process tend to feel unmotivated to work to the best of their ability, which in turn affects their productivity. Therefore, a more inclusive and empowering leadership style has been proven to be more effective in increasing work productivity. Transformational leadership significantly increases employee motivation and engagement, which in turn increases organizational effectiveness (Iddrisu & Mohammed, 2025). This style also increases employee job satisfaction, which contributes to increased productivity.

The relationship between transformational leadership and organizational performance is fully mediated by job demands and work burnout as well as job resources and work engagement (Katou, Koupkas, & Triantafillidou, 2022). Empowering leadership has a positive relationship with social support and a negative relationship with emotional demands. This leadership also has a positive relationship with employee work engagement mediated by social support, and a negative relationship with work boredom mediated by emotional demands (Krasniqi & Hoxha, 2025). Responsible leadership has a significant positive effect on employees' pro-environmental behavior. Perceived organizational support for the environment and green self-efficacy play a dual mediating role in this relationship (Zhou, Ning, He, & Li, 2022). Organizations are advised to promote supportive, empowering, and sustainable leadership

styles to improve employee well-being and productivity (Xin, Guo, Ni, Hai, & Lin, 2025). The capabilities and presence of leaders in every job or activity carried out by Batam city government employees motivate employees to perform their duties to the best of their ability. Examples include celebrations, project inaugurations, and various other activities that support regional economic development and growth. Synergy between leaders and employees is very important in driving employee productivity in the city of Batam.

The Influence of Work Motivation on Work Productivity

The second significant finding is that work motivation has a positive impact on employee productivity. Work motivation is a factor that encourages employees to perform better and achieve organizational goals. This study shows that employees with high work motivation tend to be more productive at work. Work motivation can be triggered by various factors, including external incentives such as salaries and bonuses (performance allowances). The Batam City Government is one of the regions that has fairly high employee performance allowances both in the Riau Islands Province and in Indonesia, because regional income is very supportive and continues to increase beyond the set targets. In addition, another factor in terms of performance motivation that supports productivity is intrinsic motivation that comes from within employees, such as the desire to develop, recognition of achievements, and personal satisfaction. These findings are in line with Self-Determination Theory (SDT), which emphasizes the importance of fulfilling basic psychological needs such as competence, autonomy, and relatedness to increase intrinsic motivation and impact performance productivity. This study shows that when these needs are met, employees demonstrate higher levels of motivation, which positively impacts job satisfaction, life satisfaction, and reduces emotional exhaustion (Olafsen, 2024). For example, job designs that support autonomy and competence can increase motivation and career success (Dahling & Lauricella, 2017). Additionally, SDT can help understand how technological changes in the workplace affect motivation and performance (Gagné et al., 2022).

In the context of the Batam City Government, employees who feel valued and given opportunities for development have higher levels of work motivation. Leaders who are able to provide rewards, career development opportunities, and challenges at 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 give their best at work. According to the Public Service Motivation (PSM) theory, which focuses on intrinsic motivation, motivation comes from the desire to serve the public. Research shows that intrinsic motivation, supported by a conducive work environment, significantly improves work performance in the public sector (Westover & Taylor, 2010). For example, increasing work autonomy and job satisfaction in public service roles can result in higher intrinsic motivation and better work performance (Papadopoulou & Dimitriadis, 2019).

Another factor according to Expectancy Theory (Vroom) states that employees are motivated when they believe that their efforts will result in desired performance and rewards. This theory is in line with findings that highlight the importance of clear goals and procedural fairness in increasing motivation and productivity (Wright, 2004). For example, a supportive work environment that is in line with employee expectations can significantly increase their motivation and performance (Amor, 2023). 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 is meaningful and provides opportunities for growth tend to be more motivated to improve their performance, which in turn contributes to higher productivity.

The Role of Work Environment as an Intermediary Variable

One of the most interesting findings in this study is the role of the work environment as an intermediary variable that strengthens the relationship between leadership style, work motivation, and employee productivity. A good and conducive work environment can reinforce the positive impact of effective leadership style and high work motivation on employee productivity. The work environment referred to in this study covers 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 local (Malay) culture, which is open to various ethnic groups and levels of welfare, and is influenced by a fairly good level of education. A supportive work environment not only improves the physical well-being of employees, but also supports healthy social interactions among 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 that supports each other in achieving organizational goals. A work environment that supports open communication and cooperation between employees is very important in increasing productivity. When employees feel valued and have good relationships with their coworkers, they are more likely to work together to achieve organizational goals more effectively and efficiently. The Conservation of Resources (COR) theory states that individuals strive to obtain, maintain, and protect their resources, which include objects, conditions, personal characteristics, and energy. The work environment can be viewed as an important resource that employees want to preserve and improve. Several studies describe that work flexibility and job satisfaction increase employees' perceptions of organizational support, which in turn increases job satisfaction (Ma, 2018). This is because employees consider flexible work arrangements to be a valuable resource that helps them manage their work-life balance.

Job insecurity and work-family conflict cause emotional exhaustion and withdrawal from work, which mediates the relationship between job insecurity and work-family conflict (Nauman, Zheng, & Naseer, 2020). This shows how depleted resources (job security) can lead to negative outcomes, emphasizing the importance of a supportive work environment in preserving resources. 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 acts as a barrier that weakens the relationship between leadership style and work motivation and 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.

In Social Exchange Theory (SET), it is stated that social behavior is the result of an exchange process to maximize benefits and minimize costs. In the context of the work environment, positive exchanges between employees and their organizations can produce beneficial results such as support from superiors and coworkers, which increases employee engagement (Tauetsile, 2021). This reflects SET, in which supportive relationships are viewed as reciprocal exchanges that encourage engagement and commitment. Another factor that can influence workplace productivity is workplace exclusion and organizational deviance, which negatively impact organizational health by increasing interpersonal and organizational deviance (Abas, Gulzar, Bukhari, & Kahmei, 2025). Addressing exclusion through open communication and relational social capital can mitigate these effects, highlighting the importance of positive social exchange in the workplace.

From the above findings, several practical implications can be drawn that are relevant to the Batam City Government in its efforts to improve employee productivity. It is recommended

that the leadership style of leaders in the Batam City Government be improved by adopting a more transformational and empowering leadership style. Leaders should communicate more frequently with employees, listen to their aspirations, and provide the necessary support for employee career development. A more inclusive leadership style will create better relationships between leaders and employees, which in turn will increase work productivity.

Improving work motivation in the Batam City government also requires consideration of factors that can increase employee motivation, both intrinsic and extrinsic. In addition to providing appropriate incentives, organizations need to provide opportunities for employees to develop through training, career development, and challenges in the workplace. Rewarding employee achievements can also increase their motivation. Creating a comfortable, safe work environment that supports communication and cooperation among employees should be a priority. The Batam City Government needs to ensure that employees feel valued and have the opportunity to interact well with their colleagues. In addition, physical comfort in the workplace and a balance between work and personal life also need to be considered to increase productivity. This study successfully shows that leadership style, work motivation, and work environment play an important role in increasing employee productivity in the Batam City Government. Effective leadership styles and high work motivation can increase work productivity, while a supportive work environment acts as an intermediary variable that strengthens this relationship. Therefore, to increase work productivity, the Batam City Government needs to continue developing good leadership styles, providing appropriate motivation to employees, and creating a conducive work environment.

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 organizational leaders or immediate superiors can significantly affect employee performance and productivity levels. A more supportive leadership style, such as transformational leadership that emphasizes employee empowerment and motivation, can increase employee trust and commitment, which ultimately leads to increased 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 how 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 employee behavior in the workplace. Employees with high work motivation tend to work harder, be more enthusiastic, and have a strong commitment to achieving organizational goals. Studies show that employees are more likely to show increased productivity when they feel appreciated, 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 salary or bonuses can also be sources of motivation. Therefore, companies must ensure that they have a work culture that encourages employees to continue to perform well and offer development programs to improve their skills.

In addition, this study shows that the work environment acts as a barrier between leadership style and work productivity, as well as between work motivation and work productivity. A good work environment, which includes things such as a comfortable workplace, relationships between coworkers, and support from superiors, can help achieve higher levels of productivity. As an intervention variable, the work environment acts as a bridge that strengthens the relationship between leadership style and work motivation and employee

productivity. For example, even if there is positive motivation and leadership in the workplace, employee productivity remains difficult to achieve without a supportive work environment. Therefore, it is very important for companies to create a comfortable, safe, and supportive work environment, both physically and psychologically. This will increase employee productivity, improve relationships between employees, 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 significant impact on employee productivity. Therefore, organizations must ensure that they manage these three elements as well as possible if they want to increase employee productivity. Leaders must recognize the importance of having a good leadership style, providing appropriate motivation to employees, and creating a pleasant work environment. In this way, companies can achieve their goals and objectives more efficiently and effectively.

This study still has limitations in terms of generalization, psychological depth, and variable coverage. Therefore, future research should focus on multidimensional and cross-regional models, taking into account digital innovation, psychological factors, and the dynamics of modern public organizations so that the findings are more applicable and relevant to the challenges of governance in the 5.0 era.

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