



An Analysis of the Determinants of Work Productivity among Production Employees at PT. Putra Wijaya Production

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Abstract

Work productivity is often considered an important indicator in evaluating employee performance, particularly in the production sector where consistent achievement of operational targets is expected. PT. Putra Wijaya Production, a company engaged in screen printing and garment services, appears to face challenges in sustaining and enhancing employee productivity amid growing industry competition. This study aims to examine the relationship between transformational leadership, work discipline, and intrinsic motivation on the work productivity of production employees at PT. Putra Wijaya Production. A quantitative approach was employed to analyze the influence among variables. Work productivity was measured by the employees' ability to meet company targets through the optimal use of time, effort, and skills. The sample consisted of 35 respondents selected using purposive sampling, with inclusion criteria of a minimum one-year tenure and at least 90% attendance. Data were analyzed using SPSS software. The findings suggest that transformational leadership, work discipline, and intrinsic motivation collectively have a significant effect on work productivity. However, work discipline was not found to have a direct individual effect. These results indicate that while discipline remains important, transformational leadership and intrinsic motivation may have a more substantial role in improving employee productivity. The study implies that companies could benefit from focusing on developing inspirational leadership styles and fostering employees' intrinsic motivation as part of their productivity enhancement strategies.

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INTRODUCTION

In the era of global industrial competitiveness, employee productivity has become a strategic issue not only for individual companies but also for national economic performance. Countries with higher labor productivity tend to demonstrate stronger economic resilience, technological advancement, and innovation capabilities (Kraus et al., 2022; Qalati et al., 2022). At the global level, industries are under increasing pressure to optimize workforce performance in response to rapid automation, shifting market demands, and the integration of sustainable business practices (Surya et al., 2021; Tian & Guo, 2023). In Indonesia, labor productivity remains a critical concern, especially in small and medium-sized enterprises (SMEs) that dominate the national industrial landscape. According to the Central Bureau of Statistics (BPS, 2024), the average productivity of Indonesian workers increased modestly from IDR 84.67 million in 2022 to IDR 86.45 million in 2023. While this trend indicates progress, it also reveals the urgent need for targeted interventions in workforce

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development, particularly in sectors where performance variability directly affects business outcomes. At the local level, manufacturing companies such as PT Putra Wijaya Production face complex challenges in maintaining consistent employee productivity amid fluctuating attendance, varying motivation levels, and evolving managerial practices. These conditions reflect a broader issue in Indonesia's labor market, where efforts to enhance productivity are often fragmented and lack integration across key behavioral and organizational variables (Akpa et al., 2021; Hubbart, 2023).

Despite the growing body of research on workforce productivity (Arulsamy et al., 2023; Dumitriu et al., 2025; Paldon et al., 2024; Zhenjing et al., 2022), most studies tend to analyze individual factors such as leadership style, discipline, or motivation in isolation, without considering their combined effects within specific organizational contexts. In particular, transformational leadership has been widely associated with increased employee engagement and output (Mishra et al., 2023; Oroh et al., 2024), while work discipline is frequently linked to operational efficiency, and intrinsic motivation (Febrian et al., 2024), has been shown to significantly enhance performance quality. However, the interaction among these three variables remains underexplored, especially in labor-intensive manufacturing sectors at the local enterprise level. Moreover, existing studies often focus on large-scale corporations or public institutions, limiting their generalizability to small and medium-sized companies operating under different managerial, cultural, and economic conditions. PT Putra Wijaya Production, as a growing local enterprise, presents a unique case where productivity outcomes are not merely driven by technical capacity but also by behavioral and managerial dynamics. While production data shows that output targets have consistently been met or exceeded, fluctuations in employee attendance and qualitative indications of motivational inconsistency suggest deeper organizational issues. These contradictions highlight a gap between observed performance outcomes and the underlying human factors that sustain them. Therefore, this study addresses the need for a more integrated analysis by examining the simultaneous influence of transformational leadership, work discipline, and intrinsic motivation on employee productivity within a local manufacturing setting.

Employee productivity is not solely determined by technical ability, but is also heavily influenced by psychological and organizational factors that shape behavior, commitment, and engagement at work (Deepalakshmi et al., 2024). In this context, understanding aspects of leadership, discipline, and motivation becomes essential to identifying appropriate strategies for sustainably improving employee performance. Transformational leadership, as explained by Bass & Riggio (2006), provides a framework for understanding how leaders who inspire, intellectually stimulate, and show individual consideration can enhance motivation and align employees' personal goals with the organization's vision. This leadership style plays a significant role in creating a work environment conducive to innovation and accountability two essential elements for maintaining productivity in a competitive production sector. In addition to leadership, work discipline is also a key element underlying operational effectiveness. Through the lens of organizational behavior theory, discipline is seen as a manifestation of employees' internalization of company values and norms. Hasibuan (2019) emphasizes that orderly work behavior, adherence to rules, and punctuality are clear indicators of work commitment, which directly correlate with productivity levels. On the other hand, intrinsic motivation contributes from a deeper psychological dimension. Based on the Self-Determination Theory Ryan & Deci (2000), motivation that stems from within the employee such as personal satisfaction, interest in the job, and a sense of competence has a significant impact on performance, especially in work environments that provide autonomy and active involvement. In the long run, this type of motivation can drive employees to maintain consistent performance without relying on external incentives. By integrating these three aspects into a single conceptual framework, this study offers a comprehensive approach to understanding the dynamics of employee productivity. This simultaneous approach is important to capture the complex interactions between leadership, organizational behavior, and psychological factors, particularly in the context of local manufacturing companies facing pressure to increase efficiency and competitiveness.

Previous studies have examined the influence of each variable on work productivity. For instance, Suantara et al. (2022) found that transformational leadership and job satisfaction positively affect work productivity at PT. Vivo Bali Indonesia Area Denpasar 3. Meanwhile, Arief and Afifa (2020) showed that leadership style, extrinsic motivation, and intrinsic motivation significantly

influence work productivity at PT. Tirta Sukses Perkasa Jember. [Hasibuan et al. \(2022\)](#) also supported that work motivation and discipline play important roles in improving employee productivity at PT. PCI Elektronik Internasional. [Reni et al. \(2023\)](#) confirmed that work discipline, compensation, and intrinsic motivation simultaneously affect productivity at Hasanah Bakery Gombong. More broadly, a study by [Cerasoli et al. \(2014\)](#) revealed that intrinsic motivation has a stronger correlation with performance and productivity compared to extrinsic motivation, especially in complex jobs that require problem-solving and innovation. These findings support the inclusion of intrinsic motivation as a key variable in this research model.

This study presents a novelty by simultaneously analyzing three main variables transformational leadership, work discipline, and intrinsic motivation within a single research model focused on production employees at PT. Putra Wijaya Production. The combination of these three variables has not been widely explored simultaneously in previous studies, especially in the context of local manufacturing companies. Furthermore, the research location provides new contextual contributions as it focuses on an industrial sector different from earlier studies.

Thus, the integration of these three variables within a single conceptual framework in the context of a local manufacturing company represents a new contribution to the development of studies on employee productivity. The novelty of this study lies not only in the different research location and context, but also in the simultaneous approach to the three main variables, transformational leadership, work discipline, and intrinsic motivation which have not previously been studied together in one comprehensive model. This study aims to examine both the partial and simultaneous effects of these three variables on the productivity of production employees at PT. Putra Wijaya Production, as well as to provide both theoretical and practical contributions in formulating strategies for improving work productivity.

METHOD

This study employed a quantitative research method with a causal design ([Djaali, 2020](#)). The population consisted of all production department employees at PT. Putra Wijaya Production, totaling 55 individuals. A sample of 35 employees was selected using purposive sampling based on specific criteria, such as a minimum of one year of service and an attendance rate of at least 90%. Data were collected through both primary and secondary sources. Primary data were obtained using two techniques: observation and interviews with individuals involved at PT. Putra Wijaya Production, including employees, the Human Resource Development (HRD) team, and the Founder. Secondary data were gathered from various references such as books, scientific journals, research reports, and theses from institutions or previous researchers. This study also emphasizes a simultaneous approach to three key variables transformational leadership, work discipline, and intrinsic motivation to examine their influence on employee productivity.

The data analysis technique used in this study is multiple linear regression analysis, which aims to determine the influence of transformational leadership, work discipline, and intrinsic motivation on employee productivity, both partially and simultaneously. The analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 25. Multiple linear regression analysis is used to assess the extent to which two or more independent variables affect a single dependent variable ([Ghozali, 2018](#)).

RESULTS AND DISCUSSION

Instrument Testing

a) Validity Test

The validity test in this study aims to ensure that the questionnaire used can accurately and appropriately measure the intended variables. Validity indicates that the research instrument is capable of producing data aligned with the measurement objectives. The results of the validity test are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r _{calculated}	r _{table}	Sig	Description
Transformational Leadership	X1.1	0,747	0,3338	0,000	Valid
	X1.2	0,604	0,3338	0,000	Valid
	X1.3	0,688	0,3338	0,000	Valid
	X1.4	0,784	0,3338	0,000	Valid
Work Discipline (X2)	X2.1	0,711	0,3338	0,000	Valid
	X2.2	0,624	0,3338	0,000	Valid
	X2.3	0,754	0,3338	0,000	Valid
	X2.4	0,742	0,3338	0,000	Valid
Intrinsic Motivation (X3)	X3.1	0,574	0,3338	0,000	Valid
	X3.2	0,805	0,3338	0,000	Valid
	X3.3	0,754	0,3338	0,000	Valid
	X3.4	0,626	0,3338	0,000	Valid
Work Productivity (Y)	Y1	0,850	0,3338	0,000	Valid
	Y2	0,468	0,3338	0,005	Valid
	Y3	0,753	0,3338	0,000	Valid
	Y4	0,850	0,3338	0,000	Valid

Based on Table 1, all indicators of the variables Transformational Leadership (X1), Work Discipline (X2), Intrinsic Motivation (X3), and Work Productivity (Y) have r-calculated values greater than r-table and a significance level below 0.05. Therefore, the variables (X1, X2, X3, Y) are considered valid instruments for data collection. The validity of the obtained data ensures that these variables are suitable for further data analysis.

b) Reliability Test

The reliability test is an essential step in research to ensure that the measuring instrument produces consistent results. The reliability test results are presented in Table 2.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha (α)	Description
Transformational Leadership (X1)	0,660	
Work Discipline (X2)	0,668	
Intrinsic Motivation (X3)	0,638	A > 0,6 Reliable
Work Productivity (Y)	0,701	

Source: SPSS Output, Version 25 for Window

Based on the reliability test results shown in Table 4, all research variables have Cronbach's Alpha values greater than 0.6. This indicates that all items for each variable used in this study are considered reliable. Thus, it can be concluded that the respondents provided consistent answers to all statements in the research questionnaire.

Classical Assumption Testing

a) Multicollinearity Test

The multicollinearity test is used to detect the presence of correlation among independent variables in a regression model. If there is a correlation between independent variables, multicollinearity occurs. The results of the multicollinearity test are shown in Table 3.

Table 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1	Transformational Leadership	0,639
	Work Discipline	0,870
	Intrinsic Motivation	0,648

Source: SPSS Output, Version 25 for Windows

Based on the results of the multicollinearity test in Table 3, it can be seen that the tolerance values of all independent variables are greater than 0.1, and the Variance Inflation Factor (VIF) values are less than 10. Specifically, the tolerance values are 0.639 for transformational leadership, 0.870 for work discipline, and 0.648 for intrinsic motivation. Meanwhile, the VIF values are 1.565, 1.150, and

1.543, respectively. It can be concluded that there are no symptoms of multicollinearity in the regression model, as all variables meet the criteria of tolerance > 0.1 and VIF < 10 .

b) Heteroscedasticity Test

This test aims to detect the presence or absence of unequal residual variances among observations in a regression model, in other words, to identify symptoms of heteroscedasticity. The results of the heteroscedasticity test are presented in Table 4.

Table 4. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	0,619	1.821			0,340	0,736
Transformational Leadership	-0,098	0,090	-0,237		-1,087	0,285
Work Discipline	0,100	0,092	0,203		1,087	0,285
Intrinsic Motivation	0,032	0,103	0,067		0,309	0,759

Source: SPSS Output, Version 25 for Windows

Based on the analysis results in Table 4, it can be seen that all independent variables have significance values greater than 0.05: Transformational Leadership (X1) with a significance of 0.285, Work Discipline (X2) with 0.285, and Intrinsic Motivation (X3) with 0.759. Therefore, since the significance values of all three independent variables exceed 0.05, it can be concluded that there is no indication of heteroscedasticity in the regression model.

c) Normality Test

The normality test is conducted to examine whether the residuals in the regression model are normally distributed. If the residuals are normally distributed, it indicates that the regression model is appropriate and can be used. The results of the normality test are presented in Table 5.

Table 5. Normality Test Results

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.64537064
Most Extreme Differences	Absolute	.090
	Positive	.090
	Negative	-.051
Test Statistic		.090
Asymp. Sig. (2-tailed)		.200 ^{c,d}
Monte Carlo Sig. (2-tailed)	Sig.	.911 ^e
	99% Confidence Interval	Lower Bound .903 Upper Bound .918

Source: Output SPSS versi 25 for Windows

Based on Table 5, the results of the normality test using the Kolmogorov-Smirnov method show that the data are normally distributed. This is indicated by the significance value of the unstandardized residuals, which is 0.200 greater than 0.05. Therefore, the residuals in this study can be considered normally distributed.

Hypothesis Testing

a) F-Test (Model Feasibility Test)

The F-test or model feasibility test aims to determine whether all independent variables (X) have an influence on the dependent variable (Y), as well as to assess whether the regression model can be used. The results of the F-test are shown in Table 6.

Table 6. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3	14.042	4.729	.008 ^b
	Residual	31	2.969		
	Total	34			

Source: Output SPSS versi 25 for Windows

Based on the F-test results presented in Table 6, the significance value is 0.008, which is smaller than α (0.05). This indicates that the independent variables (X) have a significant influence on the dependent variable (Y). Therefore, transformational leadership, work discipline, and intrinsic motivation collectively influence the work productivity of employees at PT. Putra Wijaya Production. Accordingly, the model used in this study is considered feasible.

b) t-Test (Partial Test)

This test aims to determine the partial effect of each independent variable (X) on the dependent variable (Y). The test is conducted by comparing the calculated t_{count} with t_{table} . The t-test results are presented in Table 7.

Table 7. t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	9,345	3,449		2,709	0,011
Transformational Leadership	0,399	0,170	0,436	2,345	0,026
Work Discipline	-0,143	0,174	-0,131	-0,821	0,418
Intrinsic Motivation	0,387	0,172	0,413	2,206	0,037

Source: Output SPSS versi 25 for Windows

Based on the statistical testing results, the transformational leadership variable has a $t_{count} > t_{table}$, which is $2.345 > 2.03951$, with a significance level of $0.026 < 0.05$. Thus, the null hypothesis (H_0) is rejected, indicating that the Transformational Leadership variable (X_1) has a significant partial effect on employee productivity (Y) at PT. Putra Wijaya Production.

Meanwhile, the work discipline variable has a $t_{count} < t_{table}$, which is $-0.821 > -2.03951$, and a significance level of $0.418 > 0.05$. Therefore, the null hypothesis (H_0) is accepted, indicating that the Work Discipline variable (X_2) does not have a significant partial effect on employee productivity (Y) at PT. Putra Wijaya Production. Furthermore, the intrinsic motivation variable has a $t_{count} > t_{table}$, which is $2.206 > 2.03951$, with a significance level of $0.037 < 0.05$. Hence, the null hypothesis (H_0) is rejected, indicating that the Intrinsic Motivation variable (X_3) has a significant partial effect on employee productivity (Y) at PT. Putra Wijaya Production.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to measure the relationship between several variables and to determine the extent to which the independent variables influence the dependent variable. The results of the multiple linear regression analysis are presented in Table 8.

Table 8. Multiple Linear Regression Analysis

Model	Unstandardized Coefficient		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	9,345	3,449		2,709	0,011
Transformational Leadership	0,399	0,170	0,436	2,345	0,026
Work Discipline	-0,143	0,174	-0,131	-0,821	0,418
Intrinsic Motivation	0,387	0,172	0,413	2,206	0,037

Source: Output SPSS versi 25 for Windows

Based on the results of the multiple linear regression presented in Table 10, the constant value is 9.345. The regression coefficient for transformational leadership is 0.399, for work discipline is -0.143, and for intrinsic motivation is 0.387. Thus, the regression equation can be formulated as follows:

$$Y = \alpha + \beta_1 (\text{Transformational Leadership}) + \beta_2 (\text{Work Discipline}) + \beta_3 (\text{Intrinsic Motivation})$$

$$Y = 9.345 + 0.399X_1 - 0.143X_2 + 0.387X_3$$

The interpretation of the multiple linear regression equation is as follows:

- The constant (α) of 9.345 indicates the predicted value of employee productivity when all independent variables are equal to zero.
- The regression coefficient for transformational leadership (X_1) is 0.399, which means that a 1-point increase in transformational leadership is expected to increase employee productivity by 0.399 units.
- The regression coefficient for work discipline (X_2) is -0.143, which means that a 1-point increase in work discipline is expected to decrease employee productivity by 0.143 units.
- The regression coefficient for intrinsic motivation (X_3) is 0.387, which means that a 1-point increase in intrinsic motivation is expected to increase employee productivity by 0.387 units.

Coefficient of Determination (R^2) Analysis

The coefficient of determination (R^2) measures the extent to which the independent variables are able to explain the variation in the dependent variable. The results of the R^2 analysis are presented in Table 9.

Table 9. Coefficient of Determination (R^2) Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.622	.587	.038

Source: Output SPSS versi 25 for Windows

Based on Table 9, the adjusted coefficient of determination (R^2) is 0.587. This means that 58.7% of the variation in employee productivity in the production division of PT. Putra Wijaya Production can be explained by the variables of transformational leadership, work discipline, and intrinsic motivation. The remaining 41.3% is explained by other variables not included in the model.

Discussion

The Influence of Transformational Leadership (X_1) on Work Productivity (Y).

Based on the results of the multiple linear regression analysis, it is evident that transformational leadership has an influence on work productivity. This is demonstrated by the positive regression coefficient of 0.399 and a t-value greater than the t-table value ($2.345 > 2.03951$). With a significance level of 5%, the p-value for the transformational leadership variable is 0.026, which is less than 0.05. These results indicate that transformational leadership has a significant influence on the work productivity of production employees at PT. Putra Wijaya Production. Therefore, Hypothesis 1 (H1) is accepted.

PT. Putra Wijaya Production implements transformational leadership as an approach to foster an innovative, productive, and employee-oriented work environment. Leaders in this company act as inspirators who motivate employees to achieve shared goals while unlocking their full potential. By establishing a clear vision, leaders inspire employees to commit to the company's long-term objectives, such as enhancing the quality of creative production. Moreover, effective communication is one of the key pillars, where leaders encourage open and transparent dialogue to collaboratively solve problems and make decisions. Individual development support is also prioritized, with leaders providing training, mentoring, and coaching to help employees improve their skills. Additionally, outstanding performance is recognized through both material rewards, such as bonuses, and non-material rewards, such as public recognition within the company. This approach boosts employee enthusiasm, which in turn increases their productivity often unconsciously. Through this leadership model, PT. Putra Wijaya Production has successfully

cultivated a work atmosphere that supports employee growth while simultaneously driving the company's progress.

The results of this study are consistent with previous research conducted by [Suantara et al. \(2022\)](#), titled "The Influence of Transformational Leadership and Compensation on Employee Productivity at PT. Vivo Bali Indonesia, Denpasar Area 3", which found that the transformational leadership variable had a positive and significant effect on employee productivity. The findings of the previous study align with the current research, in which transformational leadership is proven to have a partial influence on the work productivity of production employees at PT. Putra Wijaya Production.

The Influence of Work Discipline (X2) on Work Productivity (Y).

Based on the results of the linear regression analysis, there is no significant effect of the work discipline variable on employee productivity. This is indicated by the regression coefficient value of -0.143 and the value of $t\text{-count} > t\text{-table}$, which is $-0.821 > -2.03951$. The significance level used is $\alpha = 5\%$, and the significance value for the work discipline variable is 0.418, which is greater than 0.05. These results confirm that work discipline does not have a significant influence on the productivity of production employees at PT. Putra Wijaya Production. Therefore, hypothesis 2 (H_2) is rejected.

Work discipline at PT. Putra Wijaya Production is enforced through strict policies, in which employees who arrive late are subject to salary deductions. This policy is intended to ensure employee punctuality and to cultivate a well structured work culture. As a result, most employees comply with the rules and integrate discipline into their daily routines. However, despite the effectiveness of this policy in improving employee attendance, the findings suggest that work discipline does not directly impact work productivity. This indicates that although employees adhere to regulations, other variables such as job stress, workload, organizational culture, non-physical work environment, and work-life balance play a more significant role in influencing employee productivity. Therefore, mere presence in the workplace is not sufficient to guarantee improved performance at PT. Putra Wijaya Production. It must be accompanied by other strategic and targeted efforts, such as addressing moderating or mediating factors that influence the relationship between work discipline and productivity, including job stress, workload, organizational culture, non-physical work environment, and work-life balance. Moreover, fostering a supportive work environment, offering incentives, enhancing intrinsic motivation, and promoting inspirational leadership can serve as additional strategies to effectively boost productivity, even when work discipline has already been implemented.

The findings of this study are consistent with previous research conducted by [Taufan and Sudarso \(2024\)](#), which concluded that work discipline does not influence employee productivity. However, these findings contradict the results of a study by [Umar et al. \(2022\)](#), which found that work discipline does have a significant effect on employee productivity. The discrepancy between the present study and the research conducted by [Umar et al. \(2022\)](#) may be attributed to differences in the contextual settings and organizational conditions. This study was conducted at PT. Putra Wijaya Production, which has unique characteristics and an organizational culture that differ from those of the company examined by [Umar et al. \(2022\)](#). In addition, differences in the sample and the variables analyzed could also influence the outcomes, such as the specific focus on work discipline and the presence of other factors that may moderate the effect of discipline on productivity. This study concludes that work discipline does not affect the work productivity of production employees at PT. Putra Wijaya Production. However, these results may differ if the research were conducted in a different location and under different circumstances.

The Influence of Intrinsic Motivation (X3) on Work Productivity (Y).

Based on the results of linear regression analysis, there is a significant influence of intrinsic motivation on work productivity. This is indicated by a positive regression coefficient of 0.387 and a t-value greater than the t-table value, namely $2.206 > 2.03951$. This study used a significance level of $\alpha = 5\%$. The test results show that the intrinsic motivation variable has a significance value of 0.037, which is less than 0.05. These findings indicate that intrinsic motivation has a significant effect on the work productivity of production employees at PT. Putra Wijaya Production. Therefore, the third hypothesis (H_3) is accepted.

High intrinsic motivation among employees at PT. Putra Wijaya Production plays a crucial role in enhancing work productivity. Employees with strong intrinsic motivation tend to have an internal drive to achieve goals and fulfill their responsibilities. This is reflected in their high work enthusiasm and adaptability to challenges. When the company provides a supportive work environment such as recognizing employee achievements and offering opportunities for skill development it fosters a sense of appreciation and further motivates employees to perform optimally. Research shows that intrinsic motivation significantly affects employee productivity; therefore, the company should continuously support and enhance this motivation to achieve optimal results.

The results of this study are consistent with previous research conducted by [Arief et al. \(2020\)](#) entitled "The Influence of Leadership Style, Extrinsic Motivation, and Intrinsic Motivation on Employee Productivity at PT. Tirta Sukses Perkasa Jember," which found that intrinsic motivation has a positive and significant effect on employee productivity. Similarly, this study also demonstrates that intrinsic motivation has a significant partial influence on the work productivity of production employees at PT. Putra Wijaya Production.

The Influence of Transformational Leadership (X1), Work Discipline (X2), and Intrinsic Motivation (X3) on Work Productivity (Y).

Based on the results of the testing and data analysis conducted in this study, it was found that transformational leadership, work discipline, and intrinsic motivation have a simultaneous or joint influence on the work productivity of production employees at PT. Putra Wijaya Production. This is evidenced by the F-value of 4.729 with a significance level of 0.008. Since the significance value is less than 0.05 ($0.008 < 0.05$) and the F-value is greater than the F-table value ($4.729 > 2.91$), the results indicate that the regression model is statistically significant. Therefore, the fourth hypothesis (H4), which states that the independent variables transformational leadership, work discipline, and intrinsic motivation jointly influence employee productivity, is accepted.

Transformational leadership at PT. Putra Wijaya Production has proven effective in enhancing employee productivity through an inspirational approach, individual attention to employees, and support for skill development. This leadership style fosters a motivating work environment that encourages employees to perform at their best. However, work discipline alone has not shown a significant direct impact on employee productivity. This indicates that discipline by itself is insufficient to improve productivity without the presence of deeper contributing factors. One such crucial factor is intrinsic motivation, which includes pride, recognition of hard work, and appreciation. Intrinsic motivation plays a major role in driving employees to be more productive. Employees with strong intrinsic motivation tend to be more independent, highly spirited, and capable of adapting to challenges in their work. Therefore, a combination of effective transformational leadership, strong work discipline, and high intrinsic motivation becomes the key to enhancing overall employee productivity.

The findings of this study are consistent with the research conducted by [Lilia et al. \(2020\)](#), which demonstrated that transformational leadership contributes positively and significantly to improving work productivity. In addition, the study by [Indahsari et al. \(2022\)](#) also supports this result, stating that there is a positive and significant relationship between the level of work discipline and employee productivity. Furthermore, research by [Rozzaqiyah et al. \(2021\)](#) found that intrinsic motivation has an impact on employee work productivity. This study likewise confirms that transformational leadership, work discipline, and intrinsic motivation collectively influence the work productivity of production employees at PT. Putra Wijaya Production.

CONCLUSION

Based on the results of statistical testing, data analysis, and the discussion conducted, the following conclusions can be drawn. (1) Transformational leadership has a significant influence on employee productivity at PT. Putra Wijaya Production. This indicates that the better the transformational leadership implemented, the higher the employee productivity within the company. (2) Work discipline does not have a significant effect on employee productivity at PT. Putra Wijaya Production. This suggests that although discipline, such as punctual attendance, is well-practiced, it does not directly contribute to increased employee productivity. (3) Intrinsic motivation

significantly affects employee productivity at PT. Putra Wijaya Production. This means that the higher the level of intrinsic motivation such as pride in one's work and recognition of hard work the greater the improvement in employee productivity. (4) Simultaneously, transformational leadership, work discipline, and intrinsic motivation collectively have a significant influence on employee productivity at PT. Putra Wijaya Production. This implies that the combination of these three factors can effectively enhance employee productivity. Therefore, the following suggestions are proposed. (1) Future research should be conducted with a broader scope, both in terms of geographical coverage and sample size, so that the findings can be more generalizable and representative. It is also recommended to include additional variables that may influence productivity in order to gain a more comprehensive understanding. Further studies may also employ a mixed-methods approach combining both quantitative and qualitative methods to obtain deeper and more holistic data.

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