

## **A Study of Leadership Style, Organizational Culture, Employee Skills, and Incentives In The Context of Employee Productivity at Padi Aqiqah Purwokerto**

**Cakti Indra Gunawan<sup>1\*</sup> and Hendrik Suhendri<sup>2</sup>**

\* Correspondence Author: [cakti@unitri.ac.id](mailto:cakti@unitri.ac.id)

<sup>1</sup> Master of Management, The Postgraduate School, University of Tribuwana Tunggaladewi, Malang, Indonesia

<sup>2</sup> Accounting, Faculty of Economics, University of Tribuwana Tunggaladewi, Malang, Indonesia

<b>INDEXING</b>	<b>ABSTRACT</b>
<b>Keywords:</b> Keyword 1; Leadership style Keyword 2; Organization culture Keyword 3; Employee skill Keyword 4; Employee productivity	In today's era of globalization and information, the role of human resources is crucial for companies facing high competition in the free market. Organizations should have a human resources policy. This is because human resource planning is closely linked to solving problems that frequently arise within groups and organizations. The purpose of this study is to examine leadership style, organizational culture, employee skills, and incentives in the context of on employee productivity at Padi Aqiqah Purwokerto. The research method uses descriptive analysis. The results of the study indicate that not all elements in employee productivity are supported by leadership style, organizational culture, employee skills, and incentives. An interesting finding shows that worker skills do not necessarily support employee work productivity.

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### **INTRODUCTION**

In today's era of globalization and information, the role of human resources is crucial for companies facing high competition in the free market. Organizations should have a human resources policy. This is because human resource planning is closely linked to solving problems that frequently arise within groups and organizations. Human resources (HR) are needed to fulfill tasks and provide representatives with the skills required by the company. Furthermore, ongoing discipline, known as board outlining, describes the urgent steps taken by a leader to identify representatives or partners in sponsorship affiliations, as well as explained by Gunawan *et al.*, (2024).

It's essential for companies to have the ability to develop productivity within the company environment. Organizational and company success is influenced by various factors, including motivation, leadership style, compensation systems, and employee performance (Aziz *et al.*, 2024). On the other hand, Gunawan, Solikhah, and Yulita (2024) describe assets as crucial for an organization because without them, achieving organizational goals and objectives would be impossible.

A leader is an individual capable of completely convincing their subordinates to understand the strategic steps the organization is taking. Leaders are also expected to be skilled at coordinating collaboration among people to achieve common goals. The ability to create a clear company vision and strategy, motivate employees, and create a work

environment that encourages each team member to contribute their best demonstrates the importance of leadership (Sakhroni *et al.*, 2025). Furthermore, to achieve the stated organizational goals, leaders and other members of the hierarchical structure work together, and one such effort focuses on utilizing culture to attract and retain high-performing employees. Most companies must concentrate on various tiered competencies in management, promotion, client service, assignments, creative work, production, and resource management (Rahayu and Sucipto, 2025).

Furthermore, the role of motivation and hierarchical culture can also influence a professional's success. Human resource management within an organization is typically used to achieve goals. On the other hand, internal and external factors, such as a clear organizational culture, do not fully determine how human resources are utilized. To increase productivity and address future challenges, culture is created within an organization or group. Worker skills influence delegation performance as social conditions evolve. Mastery, or ability, should be prioritized over skill and desire (Wati & Dewi 2025).

Several studies examining the same topic include Nainggolan (2021), Ramayanti *et al.* (2023), Kusuma *et al.* (2024), Tanjung and Hasibuan (2024), and Gunawan *et al.* (2024). The difference is that the current researchers not only discuss the influence of leadership but also incentives and organizational culture. Thus, there is a lack of knowledge in this research. This study aims to determine whether leadership style, organizational culture, employee skills, and incentives have a complete or partial influence on employee productivity at PT. Padi Indonesia Purwokerto.

## **LITERATURE REVIEW**

### **1. Leadership Style**

Leadership style is the image and strength of a leader's attitude that is characteristic in influencing his subordinates to achieve organizational goals (Mahmudi, 2018). In addition, Rivai (2018) stated that leadership style is also the existence of a leader who will strive hard to encourage his subordinates to do their work voluntarily, so that organizational goals can be achieved well. Without an accurate and flexible leadership style, it is difficult for companies or organizations to achieve their goals.

### **2. Work Culture**

Gunawan *et al.* (2024) explained that organizational culture is a crucial force in organizational management, involving all elements, from leaders to subordinates. The involvement of all these elements will create a performance force that is consistently followed and implemented within the organization, as stipulated in the company's regulations and blueprint.

### **3. Employee Skill**

Tanjung *et al.*, (2019) stated that Employee Skills are the vanguard for running a company technically and specifically. The level of work that requires expertise from an employee is a barometer for the smooth running of production processes and other processes within the company. Employees who have good and quality skills will bring the organization or company to the forefront and can survive in the

long term (Jufrizen, 2017). Without quality and skillful employees, the company will experience decline and lose competitiveness with other companies.

#### **4. Incentive**

Incentives are a stimulus for employees to increase their productivity. If employees perform their duties well, the company or organization will provide rewards in the form of financial incentives or non-financial incentives (Guryan, *et al*, 2016). With this incentive, employees or staff are more enthusiastic in working to meet the work targets that have been set by the company. This will also have an impact on the company becoming a company that is strongly competitive because employees have a great fighting spirit in working with this stimulus, as well as stated by Kusuma (2016).

#### **5. Employee Productivity**

Hasibuan, (2016) Employee productivity is the result of employee performance driven by leadership skills and other factors that drive employee productivity levels. Employees will be more productive if there is strong encouragement from leaders, organizational culture, and incentive skills of the employees themselves (Maulyan, 2019). The pattern of employee productivity distribution depends on the situation within the company or organization itself. The more conducive the company, the greater the level of employee productivity generated for the company.

### **RESEARCH METHOD**

This research was conducted at Padi Aqiqah Purwokerto, located at Jl. Mayjend. Sutoyo Jl. Gerilya Gg. II No. 9, Sawangan, Purwokerto, Banyumas Regency, Central Java, Indonesia. The research method employed descriptive analysis and literature comparison. This method was used to gain deeper insights into employee productivity from in-depth interviews with employees and employer. Furthermore, literature comparison was used to assess whether theories related to employee productivity were fully supported by elements of leadership style, work environment, incentives, and other factors. This research conducted in August 2025.

### **RESULT AND DISCUSSION**

The results of this study can be explained as follows:

#### **The Role of Leadership Style in the Context of Employee Productivity**

Interviews with several employees revealed that the leadership at Padi Aqiqah Purwokerto places a strong emphasis on tolerance, openness, and democracy. This is reflected in the interview results below.

*"Employees in this office are motivated to work and produce good performance. For example, as I deliver aqiqah to customers, the leadership has complete trust and provides clear direction and solutions if I encounter any issues along the way." (Interview with Taufik, July 20, 2025).*

Furthermore, the leadership also provides opportunities for democracy, meaning that any input or improvements to the company are welcomed by the office leadership. This is evident in the following interview results:

*"The boss of Padi Aqiqah provides open opportunities for improvement and the company's progress. He is truly open and democratic, and this opportunity is given to employees who express problems in various areas of work. Therefore, our leadership provides solutions and is ready to accept constructive criticism." (Interview with Mrs. Tatik, July 27, 2025).*

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In the context of Human Resource Management theory, Rivai (2018) reinforces his belief that employees will not perform optimally in their business and work if they are not encouraged by leadership elements and assessments from the company in a prime and continuous manner. This research supports this theory, because in the field, researchers found that employees feel protected by wise but firm leaders in carrying out tasks that are always conveyed to employees at all times, so that the motivation to work continuously without stopping to achieve maximum work productivity.

### **The Role of Organizational Culture in the Context of Employee Productivity**

The role of organizations, as articulated in the theory by Gunawan, Solikha, and Yulita (2022), explains that employees will not be able to move quickly at work if the organizational culture and organizational systems do not provide optimal support. This means that without an organizational culture that encourages mutual support among employees and consistently positive thinking within the company system, employees will tend to feel comfortable and are less likely to move on to other jobs. This theory aligns with the research that organizational culture plays a crucial role in encouraging employee productivity. This can be seen in an in-depth interview with one employee.

*"The organizational culture here is very polite, prioritizing good morals, so every person, whether a customer or potential customer who comes to our company, feels comfortable and cared for. Consequently, these customers will tell their neighbors, friends, or other potential customers to place orders with us. If any of us are feeling sluggish or lacking in enthusiasm, other employees remind us, so we support each other. No matter how tired we are, we will continue to work to our maximum potential" (interview with Yanto, July 27, 2025).*

Several noteworthy findings from this study include the compelling Sharia culture at the research site. Employees and owners strive to maintain close relationships, for example, by visiting each other if someone is sick. If someone is in difficulty, they help each other, and so on. Thus, organizational culture serves as a constant source of motivation, encouraging employees to persevere in their work and give their best to the company.

### **The Role of Employee Skills in the Context of Employee Productivity**

From in-depth field interviews, the role of employee skills in the context of employee productivity can be described as follows:

*"Each employee's abilities differ, and the most skilled person in this office, for example, a cooking expert, doesn't necessarily result in a significant increase in their work productivity. The most unusual thing is that sometimes employees with poor cooking skills actually demonstrate maximum performance. I can't deny this while managing this business. Employee skills don't always directly correlate with maximum performance. Another variable is the employee's morals or good attitude in carrying out their work with sincerity." (Interview with Edy A, business owner, July 29, 2025).*

From the business owner's explanation, it can be seen that employee skills do not always support maximum effort for the company's progress. Some employees, even mediocre in cooking or driving, are more diligent and passionate about developing the company through their performance. Research conducted by Gunaawn et al. (2024) found that human resource integration is not solely determined by skills, but also by motivation and enthusiasm for working within an integrated system.

An integrated system can support collective work productivity, which can benefit the company or institution where employees work. As Guryam, Kim, and Park (2016) note, motivation stems not only from employee skills but also from other factors that encourage employees to perform their work with total dedication

The explanation from the owner of Padi Aqiqah Purwokerto is supported by a statement from the office administration department, as described below:

*"Employees who feel they have high skills sometimes underestimate their work. For example, a driver with extensive experience sometimes refuses to be assigned to a city some distance from Purwokerto, claiming he's still tired from delivering aqiqahs around Purwokerto. Ultimately, the company hires employees with lower skills who are willing to deliver out-of-town. Employees with standard or even substandard skills, however, are highly dedicated and passionate about building the company."*

### **The Role of Incentives in Employee Productivity**

From the perspective of research conducted by Kusuma, Nurhayti, and Avessina (2024), incentives tend to encourage employees to work hard and strive to do their best work. This also applies at the Padi Aqiwah company, as described in the interview below:

*"Employees here often wait for orders to be higher, and if they receive a lot of orders, their management will give them higher incentives. We have a monthly salary, but we prefer additional incentives from the company, which boosts our work ethic in serving customers. With excellent service, new orders will be generated, which benefits the company and is a blessing for us as employees" (interview with Wiwit, August 2, 2025).*

High work enthusiasm, supported by strong incentives, will go hand in hand with employee productivity. Researchers have observed that employees typically strive to persuade

customers to place repeat orders in the future. This adds value by increasing the number of orders from their friends and loyal customers.

Jufrizen et al. (2017) found in their research that higher employee compensation leads to higher work enthusiasm, which in turn generates new ideas for maintaining the company well and serving its customers sincerely. Consequently, competitors will struggle to capture new markets, as these markets are already dominated by companies that are highly committed to providing incentives openly, transparently, and sustainably.

### **The Role of Leadership Style, Organizational Culture, Employee Skills, and Incentives in the Context of Employee Productivity**

Based on in-depth interviews and a comparison of existing literature, employee productivity is indeed the ultimate measure of employee performance, supported by various factors, including leadership style, organizational culture, employee skills, and incentives. However, Syakroni, Alamsyah, and Wahyono (2025) tend to agree that leadership and the work environment are the primary and crucial elements for companies to directly and indirectly encourage employees to increase their productivity. However, in practice, it's not as simple as just relying on leadership and the work environment. This is evident in the Padi Aqiqah Company, where, in addition to democratic and open leadership, an organizational culture that prioritizes worship in all aspects of work contributes to high productivity.

Samad (2025) also believes that without a positive organizational atmosphere and culture, employees tend to perform less than optimally. Samad's research aligns with the findings of field researchers who found that a strong organizational culture, particularly the use and implementation of sharia principles, such as fasting together between employees and owners, congregational prayer, and sharing, is a strong pillar for driving employee performance year after year. Consequently, the Padi Aqiqah company has not experienced fluctuations that tend to decrease its performance and market share over the years. Instead, it has seen growth and widespread recognition not only in Purwokerto but also in Purbalingga, Banjarnegara, Cilacap, and other regions.

Therefore, several factors driving employee performance are not just a single factor, but rather many that cultivate employees' sincerity in their work. Azis et al. (2024) believe that motivation is not just a single point or element from the leadership, organization, or employees, but rather tends to be all elements that can encourage employee performance enthusiasm, which is of course driven by a conducive work environment, organizational culture, incentives and of course from the character of the leaders in the company.

### **CONCLUSION**

Interestingly, this study shows that not all elements of leadership style, organizational culture, employee skills, and material incentives can boost employee productivity. Surprisingly, employee skills do not play a significant role in employee productivity. Instead, employee sincerity, encouraged by a work environment that adheres to Sharia principles, such as fasting, congregational prayer, and collective charity, are key factors at Padi Aqiqah Purwokerto, driving enthusiasm and improving performance over time.

Employee productivity is the ultimate measure of employee and company achievement

in maintaining customer trust and the company's efforts to maintain a sustainable brand that continues to grow over time. Thus, this research fills the lack of knowledge in the field of Human Resource Management, especially employee motivation, that the spiritual or spirit of employees can be fostered from the organizational environment and also their own innate or motivation to do good and walk in the truth according to the religious sharia of the workers.

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