

The Influence of Leadership Style, Motivation, and Work Environment on the Employee Performance Productivity of SMES at PT Literindo in Malang City

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ABSTRACT

The purpose of this study was to determine the influence of leadership style, motivation, and work environment on the productivity of SME employees at PT Literindo in Malang City, both partially and simultaneously. This type of research is quantitative. The population of this study was all 30 employees at PT Literindo in Malang City, and the sampling technique used total sampling. The instrument used was a questionnaire. Data analysis used multiple linear regression. Hypothesis testing used the t-test (partial) and F-test (simultaneous). The results of multiple linear regression obtained three independent variables have positive regression coefficient values, and the coefficient of determination value is R^2 of 0.949 (the contribution of the influence of the independent variable on the dependent variable is 94.9%). The results of the partial t-test hypothesis test showed that the three independent variables had a t-value of $t_{count} > t_{table}$ with a significance of <0.05 and the results of the F hypothesis test (simultaneous) obtained an F value $t_{count} > F_{table}$ with a significance value <0.05 . Therefore, it is concluded that leadership style, motivation, and work environment have a significant effect on the productivity of SME employees at PT Literindo in Malang City, both partially and simultaneously. PT Literindo's leadership/management is advised to integrate policies targeting these three variables to achieve maximum productivity results. The synergy between strong leadership, high motivation, and a conducive work environment is the main key to maintaining competitive advantage and long-term business growth.

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INTRODUCTION

Indonesia currently possesses significant economic strength, coupled with a wealth of natural resources and human resources. Indonesian government faces significant challenges in developing the macro-economy through efforts to improve industry across various sectors (Andersson *et al*, 2021; Putri *et al*, 2023). Several common issues facing SMEs today stem from human resource management. These internal factors drive each SME to survive and thrive, driven by its human resource capabilities. Competition within the SME world is fierce, making it interesting to examine the internal aspects of SMEs, particularly their human resources. Furthermore, Diana *et al*. (2022) believe that SMEs will be able to contribute to the national economy if human resource management is maximized.

The difference between the current research and previous research is that many studies focus on the influence of leadership style, work environment and employee performance, but there are still few that examine employee performance in SMEs at PT Literindo.

This research contributes to the development of human resource management science, particularly regarding the impact of leadership style, motivation, and the environment on employee performance. Focusing on the location of PT Literindo allows for a deeper exploration of employee performance at that location.

The urgency of this research is to examine more deeply the existence of HR management in SMEs at PT Literindo so that it can provide valuable input so that SME management becomes more professional in the context of human resource management.

LITERATURE REVIEW

1. Leadership Style

Leadership is the way a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. The definition of leadership according to experts is as follows (Abdulfatai, 2021). Leadership is the creation of structures that enable people to take part in achieving valuable goals. Leadership is a process in which an individual has influence over others and experiences, gives encouragement, motivation and directs their activities to help achieve group or organizational goals.

2. Work motivation

Work motivation is an important factor in encouraging someone to carry out useful activities to achieve certain goals. In terms of work, motivation plays a role in encouraging employees to perform (Ahmad, 2021). Work motivation includes processes that influence a person's direction, intensity, and persistence in working. Motivation not only functions as a drive to achieve personal targets but is also related to the achievement of the organization as a whole. Work motivation is an important element in increasing employee productivity and satisfaction. In addition, good motivation can come from internal factors, such as the desire to achieve personal goals, as well as external factors, such as recognition and a positive work environment.

3. Work environment

The work environment is something that is around workers that can affect them in carrying out their duties such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment (Shammout, 2021). In addition, the work environment can be interpreted as the entire tool and equipment faced, the surrounding environment where a worker is, his work methods, as an influence on his work both as an individual and as a group. Work environment is the entire tool and material faced, the surrounding environment where a person works, his work methods, and his work arrangements both as an individual and as a group.

4. Employee Performance Productivity

Employee performance productivity within an organization is crucial for managing available resources. Resources such as employees play a crucial role in increasing production factors (Pimpong, 2023). Besides employees, other variables included in production factors include materials, methods, machines, and money. Therefore, employees can be considered a company's asset. Therefore, a company's success is directly related to the diverse capabilities of its employees; without workers or employees, it can be interpreted as the absence of assets, activities, and a company.

5. Method Sampling

Sampling method is a technique used to determine how to take samples. The sampling method used in this study is the simple random sampling method, because the sampling of population members is done randomly without considering the strata

in the population. So that the population members are considered homogeneous, namely every employee at PT Literindo. has an equal opportunity to be used as a research sample. Based on the sampling technique, the researcher took a sample of 30 employees at PT Literindo.

6. Statistical Test

Statistical tests are data analysis procedures used to draw conclusions or make decisions based on research data.

Through statistical tests, researchers can find out whether the research hypothesis is accepted or rejected, and whether there is a significant relationship or influence between the variables studied.

7. Linear Regression

Linear regression is a statistical analysis method used to determine the relationship between one or more independent (free) variables with one dependent (bound) variable, and to predict the value of the dependent variable based on changes in the independent variable. In other words, linear regression is used to see the effect of variable X on variable Y in the form of a straight line (linear) relationship.

RESEARCH METHOD

This research was conducted at PT. Literindo Jl. Apel 28A Semanding - Sumbersekar Dau Malang Regency. The number of employees is 35 people. This research was conducted on October 29 - November 29, 2025. The sample was compiled from the list of SMEs at PT Literindo, the number of employees per store obtained through:

1. Official/supporting data from the Cooperative/SME Service in Malang City or related services;
2. Local trader/entrepreneur association data; and/or
3. Field data collection (preliminary survey) to the location if the official list is incomplete.

The sample should contain at least: shop name, address/district, and number and names of employees (if possible) to facilitate random selection.

In this study, the influence of leadership style, motivation, and work environment on the productivity of SME employees' performance at PT Literindo in Malang City, data analysis techniques were carried out by processing questionnaire data, interviews, and documentation. The data obtained were then categorized according to the research variables, namely leadership style, motivation, work environment, and performance productivity. Furthermore, the data were processed using statistical analysis methods with the help of the SPSS program, including validity tests, reliability, multiple linear regression analysis, T tests, F tests, and coefficients of determination. This data analysis aims to better understand and answer research problems, as well as obtain solutions or conclusions regarding how much influence leadership style, motivation, and work environment have on the productivity of SME employees' performance at PT Literindo in Malang City.

The data analysis used is multiple linear regression with the formula:

$$Y = a + X_1 + X_2 + X_3 + E.$$

Y = Dependent Variable = Employee Performance Productivity

X₁ = (Independent Variable) = Leadership Style

X₂ = (Independent Variable) = Motivation

X₃ = (Independent Variable) = Work Environment

A = constant

E = Error (error factor)

RESULT AND DISCUSSION

Multiple Linear Regression Analysis

The results of data analysis using multiple linear regression analysis obtained the following results.

Table 1 Multiple Linear Regression Analysis

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	Is
	(B)	Std. Error		
Permanent	4,656	0,843		
X ₁	0,246	0,101	0,281	Positive
X ₂	0,272	0,094	0,300	Positive
X ₃	0,382	0,110	0,428	Positive

Source: Processed data, 2025

Based on table 1, it is known that the multiple linear regression equation model is obtained as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \text{and}$$

$$Y = 4.656 + 0.246 + 0.272 + 0.382$$

Based on the regression equation, it can be explained as follows:

1. The constant of 4.656 means that if the value of the independent variable consisting of leadership style (X₁), motivation (X₂), and work environment (X₃), is 0, then the dependent variable, namely employee performance productivity (Y), has a value of 4.656.
2. Regression coefficient of leadership style variable (X₁) of 0.246 means that if the independent variable is leadership style (X₁) increases by 1, then the employee performance productivity variable (Y) will increase by 0.246. Conversely, if the independent variable, namely leadership style (X₁) experiences a decrease of 1, then the employee performance productivity variable (Y) will experience a decrease of 0.246. This shows that leadership style has a positive effect on employee performance productivity.
3. Regression coefficient of motivation variable (X₂) of 0.272 means that if the independent variable is motivation (X₂) increases by 1, then the employee performance productivity variable (Y) will increase by 0.272. Conversely, if the independent variable, namely motivation (X₂) experiences a decrease of 1, then the employee performance productivity variable (Y) will experience a decrease of 0.272. This shows that motivation has a positive effect on employee performance productivity.
4. Regression coefficient of work environment variable (X₃) of 0.382 means that if the independent variable is the work environment (X₃) increases by 1, then the employee performance productivity variable (Y) will increase by 0.382. Conversely, if the independent variable, namely the work environment (X₃) experiences a decrease of 1, then the employee performance productivity variable (Y) will experience a decrease of 0.382. This shows that the work environment has a positive effect on employee performance productivity.

Regression Coefficient Analysis (R²)

Coefficient of determination (R²) essentially measures the extent to which the model is able to explain the variation of the independent variable in relation to the dependent variable. The results of the coefficient of determination test (R²) present in the following table.

Table 2 Test of Determination Coefficient (R2)

R	R Square	Adjusted R Square	Std. Error
0,974a	0,949	0,943	0,29440

Source: Processed data, 2025

Based on table 4.8, it shows that the results of the multiple regression analysis produce a value *R Square* (R^2) is 0.949, which means that the contribution of the influence of the variable leadership style, motivation, and work environment on employee performance productivity amounted to 94.9% and the remaining 0.051 (5.1%) was influenced by other variables/factors not studied.

Hypothesis Testing

a. t-test (Partial)

The t-test is conducted to determine the partial influence of each independent variable on the dependent variable. The magnitude of the influence of the independent variables on the dependent variable can be seen in the following table.

Table 3 Results of t-Test (Partial)

Variables	t_{count}	t_{table}	Sig t
X ₁ AND	2,445	2,056	0,022
X ₂ AND	2,895	2,056	0,008
X ₃ AND	3,481	2,056	0,002

Source: Processed data, 2025

Based on table 3, it shows that the results of hypothesis testing using the t-test can be interpreted as follows:

1. Leadership style variable (X₁) has a $t_{count} > t_{table}$ ($2.445 > 2.056$) with a significance value of 0.022 ($p \text{ value} < 0.05$) so it can be concluded that the hypothesis H₁ accepted, namely that leadership style has a significant influence on employee performance productivity UKM at PT Literindo in Malang City.
2. Motivation variable (X₂) has a $t_{count} > t_{table}$ ($2.895 > 2.056$) with a significance value of 0.008 ($p \text{ value} < 0.05$) so it can be concluded that the hypothesis H₂ accepted, namely that motivation has a significant influence on employee performance productivity UKM at PT Literindo in Malang City.
3. Work environment variables (X₃) has a $t_{count} > t_{table}$ ($3.481 > 2.056$) with a significance value of 0.002 ($p \text{ value} < 0.05$), so it can be concluded that the hypothesis H₃ accepted, namely the work environment has a significant influence on employee performance productivity UKM at PT Literindo in Malang City.

b. F Test (Simultaneous)

The F-test is conducted to determine the magnitude of the simultaneous (joint) influence of the independent variables on the dependent variable. The magnitude of the influence of the independent variables on the dependent variable can be seen in the following table.

Table 4 F Test (Simultaneous)

Variables	F _{count}	F _{table}	Mr. F
X ₁ , X ₂ , X ₃ AND	160,559	2,975	0,000

Source: Processed data, 2025

Based on table 4, it shows that the results of hypothesis testing using the F test show that the raw material quality variable (X₁), production process (X₂) and labor (X₃) has an $F_{count} > F_{table}$ ($160.559 > 2.975$) with a significance value of 0.000 ($p \text{ value} < 0.05$) so it can be concluded that the hypothesis H₄ accepted, namely simultaneously (together) the variables of leadership style quality, motivation and work environment have a significant influence on employee performance productivity. UKM at PT Literindo in Malang City.

DISCUSSION

The Influence of Leadership Style on Employee Performance Productivity

The results of testing the first hypothesis using the t-test (partial) prove that hypothesis H_1 accepted, that is, partially, leadership style has a significant effect on the productivity of SME employees at PT Literindo in Malang City. Meanwhile, the results of the multiple regression analysis obtained a positive coefficient value, indicating that the relationship between the two variables is unidirectional or linear. An increase in the quality of leadership style will automatically be followed by an increase in the level of employee performance productivity in carrying out the company's operational tasks. The results of this study are in line with research conducted by Utari (2023), Ramadhany (2022), and research by Faraby (2018) which both concluded that leadership style has a significant influence on satisfaction and impacts employee performance productivity.

The results of the hypothesis testing, which prove that leadership style has a significant influence on the productivity of SME employees at PT Literindo in Malang City, can provide an illustration that leadership functions as a primary managerial instrument capable of directing all human resources towards achieving organizational targets. The existence of an appropriate direction pattern from superiors creates work order and minimizes the potential for internal conflict that can hinder company output. Human resource management theory emphasizes that leader behavior is a determining factor in moving employee technical abilities into tangible work results. Researchers see that operational effectiveness at PT Literindo is highly dependent on how managerial interactions are carried out every day.

A leader's ability to determine operational policy direction directly impacts the work rhythm in an SME environment. Implementing clear instructions and measurable oversight ensures that each task is completed according to established quality standards. High productivity arises when individuals within an organization feel they have clear guidance in carrying out their professional responsibilities. Leaders who position themselves as work facilitators will encourage efficient use of time during the production process. Focusing on intensive coordination between superiors and subordinates is key to maintaining consistent employee performance collectively.

This causal relationship between leadership style and productivity demonstrates that managerial aspects are inseparable from technical success in the field. Professionally exercised authority provides a sense of security and job security for all PT Literindo staff. Various organizational literature emphasizes that leadership style is a binding variable that unites diverse individual skills into a single productive force. Employees tend to demonstrate greater dedication when they perceive a strong leadership commitment to managing the company's internal dynamics. Successfully achieving work targets reflects the effectiveness of the leadership function in optimizing available human potential.

The significance of this research results provides a theoretical basis that strengthening the leadership role is a crucial strategy for the development of PT Literindo. Stable managerial quality will create a systematic work environment so that productivity targets can be achieved sustainably. Changes in work behavior towards a more positive direction are greatly influenced by how leadership patterns are adapted to the needs of the organization in Malang City. Evaluation of the applied leadership style needs to be conducted periodically to ensure alignment between the company's vision and the actual actions of employees. The operational sustainability of this SME is highly dependent on the leadership's capability in maintaining performance standards through an effective managerial approach.

1. The Influence of Motivation on Employee Performance Productivity

The results of testing the second hypothesis prove that H_2 accepted, that is, partially, motivation has a significant effect on the productivity of SME employees' performance at PT Literindo in Malang City. The results of the multiple regression analysis obtained a positive coefficient value, this illustrates that there is a positive influence of the motivation variable on employee performance productivity, meaning that increasing employee work motivation will have a direct impact on increasing their performance productivity substantially. This unidirectional relationship indicates that the higher the level of internal and external motivation felt by an individual, the greater the real contribution made in the production process. The results of this study are in line with the findings of previous research conducted by Ramadhany (2022), Assidiqi and Haspari (2024), Mirnawati *et al.*(2024), Faraby (2018) which both concluded that motivation has a positive and significant influence on employee performance productivity.

The significant influence of motivation variables on the productivity of SME employees at PT Literindo in Malang City illustrates that strong psychological drive within an individual serves as the primary catalyst for achieving the company's established work standards. The presence of high motivation allows each employee to allocate maximum energy and attention to every detail of their operational responsibilities. The hierarchy of needs theory emphasizes that fulfilling certain drives will trigger positive behavior oriented towards quality work results. Researchers found that consistently maintained work enthusiasm is a differentiating factor in achievement. *output* between one individual and another.

The stable motivational environment within PT Literindo encourages work efficiency that exceeds average management expectations. Highly motivated employees tend to demonstrate a high level of initiative in resolving technical obstacles without having to wait for detailed instructions from their superiors. Productivity is a tangible manifestation of the strong mental commitment given by employees to the organization's overall vision. This causal relationship demonstrates that internal human factors play a crucial role in driving the company's overall production engine. The company's focus on maintaining work morale has proven effective in minimizing absenteeism and negligence during working hours.

Providing the right stimulus to meet employee needs triggers increased work enthusiasm, which directly impacts the speed of task completion. Motivation serves as a driving force that transforms an individual's latent potential into tangible, measurable work performance. Various human resource management literature states that without strong motivation, even the most sophisticated technical expertise will not produce optimal productivity. Motivated employees will view company targets as personal challenges that must be met to the best of their ability. Achieving production targets at the SME level depends heavily on the extent to which management can maintain the enthusiasm of its employees.

The results of this study also provide an illustration that any increase in motivation will be followed by a significant increase in productivity. The positive regression coefficient confirms that the relationship between the two variables is linear and mutually reinforcing. Inner satisfaction obtained from work will create a positive performance cycle that benefits the operational stability of PT Literindo. The implementation of a strategy of providing appreciation and recognition for work performance is a long-term investment for the company's output growth. The two-factor motivation theory provides a foundation that job satisfaction factors are essential elements in maintaining the organization's competitive advantage standards.

The significance of this motivational influence provides strategic direction for PT Literindo's management to continue prioritizing employee psychological well-being. A work environment that accommodates individual aspirations and needs will create a healthy and productive competitive atmosphere. Business sustainability in the SME sector is largely determined by the quality of employees who possess a strong fighting spirit and a strong commitment to business goals. Regular evaluation of factors driving work morale should be an integral part of human resource development policies. High productivity ultimately results from the synergy between technical skills and strong mental drive across all elements of the organization.

2. The Influence of Work Environment on Employee Performance Productivity

Based on the results of testing the third hypothesis, it is known that hypothesis H₃ accepted, that is, partially, the work environment variable has a significant effect on the productivity of SME employee performance at PT Literindo in Malang City. Meanwhile, the results of the multiple regression analysis obtained the work environment variable has a positive regression coefficient value, this means that there is a positive influence of the work environment variable on employee performance productivity, in other words, every effort to improve workplace facilities and infrastructure will significantly increase the efficiency of staff work results. The results of this study are in line with or support previous research conducted. Utari *et al.* (2023), Assidiqi and Haspari (2024), Mirnawati *et al.* (2024), Faraby (2018) which also concluded that the work environment has a positive and significant impact on employee performance productivity.

The results of the hypothesis testing prove that the work environment has a significant influence on the productivity of SME employees at PT Literindo in Malang City. This can provide an illustration that the physical and non-physical conditions in the workplace function as supporting infrastructure that determines the smoothness of every operational activity. The existence of adequate facilities and a comfortable working atmosphere provides a sense of security for employees in completing their daily targets. Environmental management theory emphasizes that the spatial layout and comfort of the workplace are positively correlated with the concentration and endurance of individual work. Researchers can argue that the quality of a well-maintained workspace is an essential factor in minimizing employee fatigue levels during the production process.

The conducive work environment at PT Literindo encourages increased time efficiency across all lines of work. Ergonomically designed facilities and infrastructure enable more effective work movements and minimize the risk of detrimental workplace accidents. The resulting productivity reflects the alignment between technical facility requirements and the availability of supporting equipment in the field. Harmonious social relationships among coworkers also create an organizational climate that supports the rapid and accurate exchange of information. The company's focus on improving the work environment has proven to be effective in creating more stable performance standards for all elements of the organization.

Positive work environment factors have a psychological impact, providing peace of mind for workers in carrying out their duties. Employees tend to demonstrate greater dedication when they are in a clean, well-lit, and well-ventilated environment. Various organizational behavior literature indicates that the work environment is the external variable that most rapidly influences fluctuations in human performance. Improving the quality of the physical environment will reduce work stress levels, which are often a major obstacle to achieving maximum productivity. Management's

awareness of the importance of aesthetics and functionality of the workspace is key to maintaining staff loyalty and morale.

A thorough analysis of the research data shows that work environment variables significantly contribute to the acceleration of company output. A positive regression coefficient confirms that improvements in environmental quality will always be followed by a linear increase in employee performance. Investing in workplace comfort is not a cost burden, but rather a smart strategy for increasing the production capacity of SMEs. Herzberg's two-factor theory positions working conditions as a hygiene factor that must be met to prevent dissatisfaction and decreased work performance. PT Literindo's success in maintaining good work environment standards provides a strong foundation for achieving long-term targets.

The significance of these findings provides a foundation for management to continue modernizing work facilities to meet current needs. A work environment that adapts to technological developments will facilitate employees' adoption of new, more productive work methods. Regular evaluations of equipment availability and work area cleanliness should be conducted to ensure healthy operational continuity. The synergy between a positive work environment and individual competency will create a competitive advantage for companies amidst market competition in Malang City. Maintaining workplace conditions is ultimately an integral effort to sustainably maintain the quality of human resources.

3. The Influence of Leadership Style, Motivation and Work Environment on Employee Performance Productivity

The results of testing the fourth hypothesis using the F test show that hypothesis H₄ accepted, namely simultaneously (together) leadership style, motivation and work environment have a significant influence on the productivity of UKM employee performance at PT Literindo in Malang City. The existence of this simultaneous influence means that. These three variables interact with each other and collectively contribute to improving employee productivity. The combination of these three variables creates a comprehensive managerial force that drives overall organizational effectiveness. A company's success in integrating focused leadership, strong internal drive, and adequate work facilities is key to achieving its goals.

The results of multiple regression analysis also show the value *R Square* (R^2) is very high, this means that leadership style, motivation and work environment have a very large impact on the productivity of UKM employee performance at PT Literindo in Malang City. This finding means that. These variables are able to explain most of the variation in employee performance productivity, so it can be concluded that these factors play a very important role in determining productivity and work effectiveness. In other words, strengthening managerial aspects, mental motivation, and physical facilities are the main keys in controlling fluctuations in performance achievements in the company. The large contribution of the coefficient of determination value proves that the organizational strategy that focuses on these three elements is on the right track.

The findings of this study demonstrate that the collective interaction between clear leadership direction and high work morale creates a more stable and measurable operational rhythm. A conducive work environment serves as a physical platform that amplifies the positive influence of established leadership styles and motivation. Employees tend to perform optimally when they perceive managerial support and the simultaneous availability of adequate work facilities. This reciprocal relationship between human and environmental factors creates a healthy work ecosystem for the future growth of SMEs. Management's focus on aligning these three variables has

been proven to reduce inefficiencies in every stage of the business process at PT Literindo.

The significance of these collective influences implies that a company's development strategy must be implemented holistically and sustainably. Improving one aspect without considering others will not have a maximum impact on employee productivity growth. Management needs to ensure that every new policy always takes into account employee mental readiness and the support facilities available within the company. Regular evaluation of the integration of leadership, motivation, and the work environment will ensure the stability of organizational performance in the long term. Consistent achievement of productivity targets is the result of management's commitment to creating harmony across the organization's functions.

The results of the multiple linear regression analysis indicate that the work environment variable has the highest regression coefficient value compared to the leadership style and motivation variables, which means that the work environment has a more dominant influence on the productivity of SME employees at PT Literindo in Malang City. This may be because the physical condition and atmosphere of the workplace have a direct impact that is most felt by employees in their daily operational activities. The availability of adequate facilities and a comfortable workspace are the main stimulants that can instantly increase the focus and work efficiency of staff in the field. An ergonomic physical environment is a basic foundation that must be met before other psychological factors can work optimally. Employees in the SME sector tend to rely heavily on the completeness of production facilities to achieve the output targets set by the company. The dominance of this variable reflects that the work infrastructure aspect is a top priority for PT Literindo employees in maintaining their consistent performance. Management policies that emphasize the maintenance of the work environment have proven to be the most effective strategy in accelerating productivity compared to other variables.

CONCLUSION

Based on the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. Leadership style has a positive and significant impact on employee productivity in SMEs at PT Literindo in Malang City. This indicates that improving the quality of leadership style will automatically be followed by an increase in employee productivity in carrying out company operational tasks. This means that the better the leadership style implemented by leaders, such as the ability to provide direction, lead by example, effective communication, and fair decision-making, the higher employee productivity will be. Leaders who are able to create a conducive work environment and provide support to employees will encourage employees to work more optimally.
2. Motivation has a positive and significant influence on the productivity of UKM employee performance at PT Literindo in Malang City.. This finding indicates that increasing employee work motivation will have a direct impact on substantially increasing their performance productivity. In other words, internal and external incentives for employees, such as awards, self-development opportunities, recognition for achievement, and a sense of job security, can increase employee morale and sense of responsibility. With high motivation, employees will be more committed to completing tasks and achieving company targets.

3. The work environment has a partial positive and significant effect on the productivity of SME employees at PT Literindo in Malang City. The results of this study indicate that any effort to improve workplace facilities and infrastructure will significantly increase the efficiency of staff work results. This finding means that a comfortable and safe work environment, supported by adequate work facilities and harmonious working relationships between employees and superiors, can create a work atmosphere that supports productivity. A good work environment helps employees work with more focus, effectiveness, and efficiency.
4. Leadership style, motivation, and work environment simultaneously (together) significantly influence the productivity of SME employees at PT Literindo in Malang City. This simultaneous influence indicates that these three variables are interrelated and play a crucial role in improving employee performance. If the company is able to implement the right leadership style, increase employee motivation, and create a conducive work environment, then the productivity of SME employees at PT Literindo in Malang City will increase optimally.

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