The Influence of Leadership Style and Employee Welfare on Worker Productivity at PT. Hayyu Pratama Kaltim

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Abstract

This study aims to examine the influence of leadership style and employee welfare on worker productivity at PT. Hayyu Pratama Kaltim. Work productivity is a key indicator of company performance, influenced by various internal factors, including leadership style and the level of employee welfare. This research employs a quantitative approach using a survey method. The population consists of all employees of PT. Hayyu Pratama Kaltim, with the sample determined using the Slovin formula. The sample in this study consisted 48 respondents. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression to assess the effect of each independent variable on the dependent variable. The results indicate that both leadership style and employee welfare have a significant influence on worker productivity, both partially and simultaneously. These findings highlight the importance of implementing effective leadership styles and addressing employee welfare to enhance workforce productivity.

Keywords: leadership style, employee welfare, worker productivity

INTRODUCTION

Work productivity is one of the fundamental benchmarks in determining the success of an organization (Camp, 2024). In the midst of technological developments and increasingly fierce global competition, employee productivity is not only an economic demand but also a strategic element in maintaining the company's competitiveness. Data from the Central Statistics Agency (BPS, 2024) shows that Indonesia's labor productivity growth is still relatively slow, only around 2.01% per year over the past five years. This figure is lower than ASEAN countries such as Vietnam or Malaysia, which indicates structural and managerial challenges in human resource management in Indonesia.

Productivity is very important in the business world and organizations because by increasing productivity, an organization can maximize the results obtained with more efficient resources (Andriyany, 2021). However, productivity is not only determined by the speed or amount of output, but also by the quality and satisfaction of employees at work. Other factors such as leadership style, employee well-being, motivation, and technology also significantly affect productivity. This is in line with research from (Adhiansyah & Sukanta, 2023). Productivity is a term in production activities as a comparison between output and input. Productivity is a measure that states how well resources are managed and utilized to achieve optimal results.

A theory from Maslow, (1943) in the theory of hierarchy explains that employee well-being is an integral part of effective human resource management. According to him,

companies that pay attention to the well-being of employees as a whole will see an increase in employee motivation, productivity, and loyalty (Peters, 2015). However, another theory of Berker et al., (2017) in his theory distinguishes between motivators (intrinsic factors) and hygiene factors (extrinsic factors such as salary and working conditions). He stated that factors such as welfare, salary, and working conditions are hygiene factors that do not encourage significant performance improvement, but if not met can lead to dissatisfaction.

In short, Productivity is a key factor that determines the success of an organization. In Nwannebuife, (2017) productivity is closely related to the fulfillment of employee needs which directly affects their motivation and performance. While according to Aisyah et al., (2024) although management plays a role in productivity, other more profound factors, such as well-being and work environment, must also be considered to achieve optimal productivity. In increasing productivity, one of the influential factors is employee welfare.

Employee well-being is an important factor in creating a healthy, productive, and sustainable work environment. Prosperous employees tend to show better performance, high loyalty, and harmonious relationships in the workplace. However, its implementation should be more comprehensive, focusing not only on wages, but also mental health, social security, and psychological support. This is in line with the findings from Guest, (2017) where employee welfare is a condition where the needs of employees feel fulfilled both from physical, psychological, social, and economic aspects while carrying out their work in the work environment.

The theory from Michael, (2006) explains that employee well-being is an integral part of effective human resource management. According to him, companies that pay attention to the well-being of employees as a whole will see an increase in employee motivation, productivity, and loyalty (Sharma & Sharma, 2024). In contrast to what was stated by Herzberg, (2017) in his theory distinguishes between motivators (intrinsic factors) and hygiene factors (extrinsic factors such as salary and working conditions). He stated that factors such as welfare, salary, and working conditions are hygiene factors that do not encourage significant performance improvement, but if not met can lead to dissatisfaction.

So that the relationship between employee welfare and productivity, where employee welfare is an important foundation to maintain and increase productivity (Sharma & Sharma, 2024). If it is considered strategically, as according to Armstrong, productivity will increase. But if ignored as explained by Herzberg, productivity will be disrupted due to the emergence of job dissatisfaction. Another factor that can increase productivity is leadership style.

Leadership style is a leader's way of guiding, motivating, and influencing his team to achieve a common goal. This style can be seen from the leadership pattern in making decisions, communicating, and establishing working relationships with team members as a whole. This is supported by the findings of Govender, (2018), where leadership style

includes the way leaders lead the team, which has a direct impact on productivity and organizational culture.

These findings are in line with the transformational theory of Bass & Riggio, (2006) which shows that leadership style has a significant influence on performance through inspiration, motivation, and individual attention. Meanwhile, contingency theory according to Northouse, (2025) states that the influence of leadership style depends on the match between the leader's style and the organizational situation. Therefore, it can be concluded that the relationship between the right leadership style can increase the effectiveness of work productivity and member loyalty, while an inappropriate style can have a negative impact.

Employee productivity as a determining factor for the success of an organization, including PT. Hayyu Pratama Kaltim which is engaged in the construction sector. PT. Hayyu Pratama Kaltim is a company established on March 31, 2011. At the beginning of its establishment, this company was engaged in trading and workshop services. Over time, PT. Hayyu Pratama Kaltim develops business activities in the field of coal mining as a mining contractor, by obtaining a license No. 541.23/165/PU-Distamb/2013 concerning Mineral and Coal Mining Services Business issued by the Head of the Mining and Energy Office of East Kalimantan Province.

In carrying out coal mining activities, PT. Hayyu Pratama Kaltim has extensive experience in collaborating with IUP-OP (Production Operation Mining Business Permit) holders. Some of the collaborations that have been carried out include: from 2013 to 2015 as the sole contractor for the Kutai Lama Cooperative located in Anggana, Kutai Lama; from 2015 to 2016 as a contractor for PT. Sinar Kumala Naga which is located in the Anggana area, Kutai Lama; and from 2016 to 2018 as a contractor for CV. Shaka which is located in the Tanah Merah area, Samarinda.

However, employee productivity at PT. Hayyu Pratama East Kalimantan experienced a decline in the midst of increasing work demands and production targets, which were allegedly due to low motivation and job satisfaction, namely Leadership Style. With the increase in work demands and production targets, there are indications that employee performance has decreased, which is allegedly caused by low motivation and job satisfaction levels. The results of a simple interview and observation made on Mr. Wahyu as the head of the admin, show that the leadership at PT. Hayyu Pratama Kaltim has a great influence on employee productivity. The leadership style applied is still authoritarian where authoritarian leadership is a leadership style that emphasizes full control from superiors, with centralized decision-making, minimal subordinate participation, and demands for discipline and absolute obedience to orders, with an emphasis on the presence of leaders in the field, direct operational support, and an evaluation system that allows for faster promotions for outstanding employees. However, the reward system has not been clearly structured. In addition, communication and supervision from leaders have a major impact on task completion and work discipline. Productivity is not only influenced by leadership style, but also by employee well-being.

In terms of welfare, the company has provided bonuses under certain conditions and bears BPJS for employees. However, additional incentives outside of salary remain unavailable, and some employees complain of an imbalance between work hours and personal life, especially related to overtime. Employees' expectations for better well-being, including rewards for those who work beyond expectations, are factors that can increase loyalty and productivity. The impact on employee productivity is quite significant. Motivation and loyalty are influenced by leadership and well-being, where employees who feel valued tend to work more productively. The work environment, including weather factors and project locations, also affects the performance of field workers. Employee productivity is volatile depending on the targets and incentives given. The level of work discipline, time efficiency, and career development opportunities are factors that contribute to boosting workforce productivity at PT. Hayyu Pratama East Kalimantan. In addition, high attendance and inadequate attendance are also problems that require special attention.

Several studies have proven that leadership style has a significant effect on employee motivation and productivity. Thoha, (2023) Strassburger et al., (2023) and Ferine et al., (2021) emphasized that effective leadership is able to increase work morale. On the other hand, a study by Batistič et al., (2022) revealed that an authoritarian or less supportive leadership style actually has a negative impact on employee performance. In addition, worker welfare, both from financial aspects such as salaries and benefits, as well as non-financial aspects such as a comfortable work environment and work-life balance, have been proven to increase employee loyalty and efficiency (Azizah et al., 2022; Haedar & Syamsuddin, 2016; Pujiati, 2008). Other studies by Salsadilla, N&Fizi F, (2024) Fauziya, (2024) and (Amran, 2023) highlight the important role of the interaction between leadership and well-being in determining productivity levels. Meanwhile, studies from (Mira, 2023) and (Merry, 2023) (Novalia, 2017) and (Lucassen et al., 2023) indicate that poor management of these two factors can have a negative impact on labor performance.

This study is important because there are indications of a decrease in employee productivity at PT. Hayyu Pratama East Kalimantan which is allegedly caused by low motivation and job satisfaction. This raises questions about the extent to which leadership styles and worker well-being affect productivity in a challenging work environment.

In this study, several key variables are defined operationally. Leadership style includes how a leader provides direction, support, and distributes tasks to his subordinates. Worker welfare consists of financial aspects such as salaries and benefits, as well as non-financial aspects such as a supportive work environment and a work-life balance. Productivity is defined as the ability of employees to meet work targets and produce optimal output. PT. Hayyu Pratama Kaltim has special characteristics because it operates in the construction industry, which has a high level of risk and considerable work demands. Therefore, a leadership style that is able to adapt to working conditions and welfare policies is needed in accordance with the dynamics and challenges of the complex work environment.

The Influence of Leadership Style and Employee Welfare on Worker Productivity at PT. Hayyu Pratama Kaltim

This study has several key differences compared to previous studies, both in terms of study focus, study object, method used, and expected results. This study specifically examines the influence of leadership style and employee well-being on worker productivity at PT. Hayyu Pratama East Kalimantan. The company that is the object of the study has distinctive organizational characteristics and work culture, so the results of this study are expected to be more relevant to PT. Hayyu Pratama Kaltim in improving management effectiveness and labor productivity. Taking into account these various factors, this study is titled: "The Influence of Leadership Style and Employee Welfare on Worker Productivity at Pt. Hayyu Pratama Kaltim."

This study aims to analyze the influence of leadership style on worker productivity at PT. Hayyu Pratama Kaltim, analyzed the influence of employee welfare on worker productivity at PT. Hayyu Pratama Kaltim and analyzed the influence of leadership style and welfare on worker productivity at PT. Hayyu Pratama East Kalimantan.

This research has various benefits that can make a significant contribution in the field of human resource management, both from academic, practical, and socioeconomic perspectives. Academically, this research serves to expand insights in the field of HR management, especially in understanding the relationship between leadership, well-being, and productivity. The results of this study can be used as a reference for further research on the factors that affect worker performance in various organizational contexts.

From a practical perspective, this research is expected to provide valuable insights for the management of PT. Hayyu Pratama Kaltim on the importance of effective leadership in increasing employee productivity. In addition, companies can better understand how employee well-being affects their motivation and performance, and can use these findings as a basis for decision-making related to improving company policies, especially in terms of leadership and workforce welfare.

Socially and economically, this research has the potential to drive improved employee well-being, which in turn will contribute to their job satisfaction and quality of social life. With increased employee welfare and productivity, companies can enjoy benefits in the form of increased competitiveness which leads to better regional economic growth.

METHOD

In line with the direction of achieving the study objectives, the implementation of this study was carried out at PT. Hayyu Pratama Kaltim which is located in Samarinda Jl. KH. Wahid Hasyim II Perum Graha Asri TVRI Block B No. 3 Sempaja Barat Samarinda Utara Samarinda East Kalimantan.

This research uses a quantitative type through a descriptive approach whose purpose is to illustrate the conditions or phenomena that are objectively studied Sugiyono, (2021). The selection of a quantitative approach in this study is based on the need to answer the formulation of the problem through the process of measuring certain variables, so that the results of the analysis can be used as a basis for drawing general conclusions.

In this study, the population that was used as the focus was all employees of PT. Hayyu Pratama East Kalimantan, as many as 92 people, all of whom are permanent employees. In the qualitative approach, the study sample includes individuals, documents, or events that are observed, interviewed, or examined as data sources that are considered relevant to the issue or focus of the problem being researched by Sahir (2022:43). Due to time, cost, and resource constraints, not all 92 employees can be examined directly. Therefore, researchers sampled 48 people as respondents. The determination of the sample in this study was applied through a simple random sampling approach, which is a random sampling technique that provides an equal opportunity for each element in the population to be selected as part of the research sample. This approach is carried out without considering the sequence or specific characteristics of the population members, so as to minimize the potential for bias in the sample selection process. The use of the formula to determine the number of samples in this study is the Slovin formula.

Data Source

In the study, valid and factual data is needed to support the smooth process and the accuracy of the results obtained. Therefore, in this context, the data sources used come from relevant study objects, such as:

a. Data Primer

It refers to the collection of information directly by researchers from the original source. This data collection was carried out through field activities, such as distributing questionnaires or questionnaires to respondents who were relevant to the object of study. In this study, primary data was obtained by distributing questionnaires to employees of PT. Hayyu Pratama East Kalimantan.

b. Data Seconds

Secondary data in this study was obtained from various sources that support and complement the primary data, such as internal documents of the company PT. Hayyu Pratama Kaltim, including annual reports, organizational structure, employment data, and employee work guidelines. In addition, data is also collected from other sources such as scientific literature related to human resource management, articles from trusted online media that discuss company performance and conditions, and government regulations regarding relevant employment. All of this secondary data is used to strengthen the analysis of the results of the questionnaire given to employees.

Data Collection Techniques

In order to obtain data accuracy so that a problem in this study can be answered, through the use of data collection techniques, namely:

a. Direct Observation (Observation)

According to Sugiyono, (2021) the observation method has a distinctive feature in the data collection process because it can be done without direct interaction with respondents. This distinguishes observation from other techniques such as interviews and questionnaires that require direct communication between the researcher and the research subject. In the context of primary data, observations remain included as the primary data

source because information is obtained directly by the researcher from the original source in the field, even without the active involvement of the human subject. Observation allows researchers to observe behaviors, work activities, environmental conditions, or operational procedures that occur naturally at the research site. Therefore, in this study, in addition to distributing questionnaires to employees of PT. Hayyu Pratama Kaltim, primary data collection can also be complemented by observation of work activities in the company environment as supporting materials for analysis.

b. Interview

According to Sugiyono, (2017:83) an interview is a process of verbal interaction between the interviewer and the source to obtain information relevant to the purpose of the research. This technique can be done with a simple interview depending on the needs and approach of the study. In qualitative research, interviews are often used to dig up in-depth data about the experiences, perceptions, and views of the study subjects. In the context of primary data collection, interviews are included as the primary method because information is obtained directly from the first source through active engagement between researchers and participants. Therefore, apart from the distribution of questionnaires, interviews can also be used to gain a broader and deeper understanding of PT. Hayyu Pratama Kaltim regarding working conditions, motivation, and organizational dynamics.

c. Questionnaire

In this study, questionnaires were used as the main instrument to dig up information based on the subjective experience of PT. Hayyu Pratama Kaltim, through a number of statements prepared in accordance with the actual conditions in their work environment. The distribution of the questionnaire was carried out online with the google form instrument. The questionnaire used has been equipped with a choice of answers, where respondents can choose according to their opinion, using the Likert scale. In its application, it is to strengthen the data results from observation and documentation methods. The Likert scale to measure a person's attitudes, opinions about social phenomena (Munandar, 2022: 66), The scale used in this study has a value range of 1-5, with the following scale:

Table 1. Classification of measuring instruments

Klasifikasi	Information	Score
SS	Strongly agree	5
S	Agree/Satisfy	4
KS	Disagree/Enough	3
TS	Disagree	2
STS	Strongly Disagree	1

Source: (Munandar, 2022)

Data Analysis Techniques

1. Test instruments

a. Validity test

According to Ghozali, (2016:110) The validity test aims to assess the extent to which a questionnaire is considered valid. An instrument is said to be valid if the question items

are able to accurately represent and measure the variables in question. In this study, a validity test was carried out through the use of the Pearson Product Moment correlation formula, which is designed to assess the relationship between the score of each item and the total overall score of the instrument:

The criteria for determining whether the data being studied is valid or not, are by:

1) If r Count ≥ r Table, then the submission of the statement means valid.
2) If r Count ≤ r Table, then the submission of the statement means invalid.

b. Reality test

According to Ghozali, (2016:115) Reliability is a method of assessing the internal consistency of a questionnaire instrument that is used as an indicator in measuring a certain variable or construct. In the implementation of this study, the researcher applied a statistical test using the Cronbach Alpha coefficient (α).

A questionnaire is said to be reliable if the responses given by respondents to statement items show consistency or stability over a certain period of time. Reliability testing in this study was carried out through the use of SPSS software version 25 (Statistical Package for The Social Science) with the following criteria:

1) If the value r is calculated > r of the table then the instrument is reliable. If the value r is calculated < r of the table, then the instrument is unreliable.
2) If the probability (sig) < correlation then the instrument is reliable. If the probability (sig) > correlation then the instrument is unreliable

Table 2. Interpretation of the Reliability Coefficient Value

Koefisien Reabilitas	Tingkat Reabilitas
0,81 – 1,00	Sangat Reliabel
0,61 – 0,80	Reliabel
0,41 – 0,60	Cukup Reliabel
0,21 – 0,40	Agak Reliabel
0,00 – 0,20	Kurang Reliabel

Source: Ghozali, (2016)

2. Classic Assumption Test

The implementation of classical assumption tests is to ensure that the regression model produced is stable and consistent. This test was carried out before the Multiple Linear Regression analysis, through the application of three types of tests. In this study, only the three tests were used because the data analyzed were not time series data. (Sugiyono, 2013:100).

a. Normality Test

According to Sahir, (2022) the normality test aims to evaluate whether an independent variable or dependent variable has a data distribution that follows a normal pattern. In a regression model that meets good criteria, normality testing is carried out through a graphical approach as well as statistical tests, with certain conditions that must be met to ensure the validity of the model:

1) If the significance value or probability value > 0.05, then the hypothesis is accepted because the data is distributed normally.
2) If the significance value or probability value < 0.05, then there is a hypothesis rejection because the data is not distributed normally.

b. Multicollinearity Test

Ghozali, (2016:90) revealed that the multicollinearity test aims to detect whether in the regression model there is a strong linear relationship between independent variables. If multicollinearity occurs, then the value of the variable in the sample will show a high number, causing the error standard to increase. Consequently, the t-calculated value tends to be smaller than the t-table when testing the coefficient, which indicates the insignificance of the relationship. The ideal regression model is one that is free from multicollinearity. To detect this symptom, the Variance Inflation Factor (VIF) and tolerance values are used as the main indicators:

1) If the VIF value is > 10 or tolerance < 0.10, this indicates a symptom of multicollinearity.
2) If the VIF value is < 10 or a tolerance > 0.10, it indicates that there are no symptoms of multicollinearity.

c. Heteroscedasticity Test

According to Ghozali, (2016:95) The heteroscedasticity test is a test of whether in a regression model there is variance disparity from one study to another. The Glejser test is used to determine heteroscedasticity, with the following conditions:

1) Whether or not there is a significance value of > α=0.05 can be concluded that there is no heteroscedasticity.
2) If the significance value is < α=0.05, it is concluded that heteroscedasticity is heteroscedasticity
3. Analysis of the Regresi Linier Berganda

The purpose is to examine the correlation of dependency between one dependent variable and two or more independent variables, as well as to estimate how much influence each independent variable has on the bound variable (Ghozali, 2016: 144). The data processing in this study was carried out using software (SPSS) version 25.0 for the Windows operating system, with a significance level (α) of 5% or 0.05. The following analysis model used refers to the multiple linear regression equation according to Sahir (2022):

$$Y = a + b1X1 + b2X2 + e$$

Ket:
Y = Productivity
X1 = Leadership Style
X2 = Employee Welfare
α = constant
β = regression coefficients

4. Uji hypothesis

a. Partial Test (t-test)

Ghozali, (2006: 134) revealed that the purpose of the partial test (t-test) is to find out how much the independent variable (X) has an influence on the dependent variable (Y) assuming that the other variable is constant. The decision-making criteria are:

If t calculates > t table or Sig <α then:

1) H0 is rejected because there is no sign effect.
2) Ha is accepted because there is a sign influence.

If t calculates < t table or Sig >α then:

1) H0 is accepted because it affects the sign.
2) Ha was rejected because it had no effect on the sign.

The use of formulas so that the t-value of the table is visible, namely:

ttabel = (n-k-1: α/2)

Ket:

α = fault tolerance (5% or 0.05)

n = number of samples

k = jumlahindependent variable

b. Test F

The F test is used as an evaluation of whether independent variables simultaneously have a major effect on dependent variables. This test aims to assess the collective contribution of all independent variables to the affected variables. Decision-making is carried out at a significance level of 5% or 0.05. If the significance value of F < 0.05, then it is concluded that simultaneously independent variables have a significant effect on dependent variables (Ghozali, 2016:85). In its implementation, this analysis is used to identify whether or not there is a simultaneous influence of free variables on bound variables. ANOVA (Analysis of Variance) statistical tests are an approach in hypothesis testing that aims to draw conclusions through comparisons between groups of statistical data. Decision-making in this test is based on the F value listed in the ANOVA table, with a significance level of 0.05. The provisions in the F test are used to determine whether there are differences between the groups of variables analyzed (Ghozali, 2016:86):

If Fcalcul< Ftable then H0 is accepted (Ha is rejected) and if Fcalcul> Ftable then H0 is rejected (Ha is accepted).

1) If the significant value of F < 0.05 then H0 is rejected and H1 is accepted. This means that all independent variables have a significant effect on dependent variables.
2) If the significant value of F > 0.05 then H0 is accepted and H1 That is, all independent variables/free have no significant effect on dependent variables/bounds.

c. Determination Coefficient Test

This serves as an assessment of the extent to which the regression model is able to describe the variations that occur in dependent variables. The determination value (R²) is in the range of 0 to 1. Interpretations of correlation coefficient values can be classified as

follows: a value of 0 indicates the absence of a relationship, a range of 0–0.49 indicates a weak relationship, a value of 0.50 indicates a moderate correlation, a range of 0.51–0.99 represents a strong relationship, and a value of 1.00 indicates a perfect correlation. If the value of R^2 is close to zero, this indicates that the free variable has only a limited ability to explain the variation of the bound variable. Inversely proportional, if it is close to one, then independent variables are considered to be able to inform almost completely in predicting changes in dependent variables (Ghozali, 2016).

RESULTS AND DISCUSSION
Overview of Research Objects

PT Hayyu Pratama Kaltim, also known as Hayyu Pratama Dealer, is a company engaged in the distribution and rental of heavy equipment, especially for the mining and construction sectors. Founded in 2021 and headquartered at Jalan A.W. Syahrani No. 02, Samarinda, East Kalimantan, the company has grown rapidly by expanding its operational reach to various major cities in Indonesia such as Balikpapan, Jakarta, Banjarmasin, Makassar, Kendari, and Pontianak, as well as planning expansion to Manado and Pekanbaru. The main products offered include various heavy equipment such as excavators, dump trucks, and other equipment from well-known brands such as Sunward, Shacman, Liugong, and UD Trucks.

In the Mining Expo 2023, PT Hayyu Pratama Dealer recorded a significant achievement by selling 221 units of heavy equipment worth IDR 245 billion, of which the best-selling product was the Sunward SWE210E excavator, followed by the SWE60E and the Shacman F3000 dump truck. Their participation in the Mining Expo 2024 at JIExpo Kemayoran, Jakarta, further demonstrates the company's commitment to presenting superior products and expanding its business network. By prioritizing integrity, commitment, and excellent service, PT Hayyu Pratama Kaltim is determined to become a trusted partner in providing high-quality heavy equipment solutions throughout Indonesia.

Description of Respondent Data

This study aims to analyze the relationship between leadership style, work motivation, and employee welfare at PT Hayyu Pratama Kaltim. This study uses a quantitative approach involving 48 employees as respondents. The data collection technique was carried out through the distribution of questionnaires compiled in Google Form format. The respondents in this study were 48 people. With 64.6% men and 35.4% women. The age of the respondents was between the ages of 23-41 years. With a high school education level of 45.8% and S1 of 54.2%

Data Analysis Results

Data analysis is an essential process that includes various stages such as examination, cleaning, transformation, and modeling of data to find valuable information, draw relevant conclusions, and facilitate optimal decision-making. In this context, techniques such as correlation tests are used to uncover relationships between variables, while

regression tests are used to understand more deeply the causal relationships between relevant variables.

Test Results of Data Instruments
a. Validity Test
In this study, to test the validity, the researcher used the IBM SPSS computer program version 25, with detailed validity test results listed in the following table:
Validity of Leadership Style Variables (X1)

Table 3. Validity of Leadership Style Variables

Variable	R^{count}	R^{table}	Information
X 1.1	0,818	0,284	Valid
X 1.2	0,827	0,284	Valid
X 1.3	0,763	0,284	Valid
X 1.4	0,801	0,284	Valid

Source: Data Processed, 2025

Based on the results of the validity test in the table above, it shows that all the questions in the X1 variable, namely Leadership Style, have a valid value. This is because the correlation value of the Rcalculate is greater than the Rtable, which is 0.284.

Validity of Welfare Variables (X2)

Table 4. Validity of Welfare Variables

Variable	R^{count}	R^{table}	Information
X 2.1	0,844	0,284	Valid
X 2.2	0,892	0,284	Valid
X 2.3	0,835	0,284	Valid
X 2.4	0,932	0,284	Valid

Source: Data Processed, 2025

Based on the results of the validity test in the table above, it shows all the problems in the X2 variable, namely Welfare has a valid value. This is because the correlation value of the Rcalculate is greater than the Rtable, which is 0.284.

Validity of Employee Productivity Variables (Y)

Table 5. Validity of Employee Productivity Variables

Variable	R^{count}	R^{table}	Information
Y1	0,714	0,284	Valid
Y2	0,829	0,284	Valid
Y3	0,781	0,284	Valid

Source: Data Processed, 2025

Based on the results of the validity test in the table above, it shows the overall problems in variable Y, namely Employee Productivity is valid. This is because the correlation value of the Rcalculate is greater than the Rtable, which is 0.284.

b. Reability Test

The data is processed using IBM SPSS version 25 to calculate the realism of the variables recorded in this table:

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Information
Leadership Style (X1)	0,812	Reliable
Welfare (X2)	0,897	Reliable
Employee Productivity (Y)	0,624	Reliable

Source: Data Processed, 2025

The results of the reliability test analysis showed that the variables X1, X2 and Y obtained Cronbach Alpha values of 0.812, 0.897, and 0.624, respectively, indicating high reliability (Cronbach Alpha > 0.60) for the overall question

Classical Assumption Test Results

a. Normality Test

The normality test was carried out using the normal probality plot through the IBM SPSS computer statistics program version 25 with the One Sample Kolmogorov Test at a significance level of 0.05. Here are the results:

Table 7. Normality Test Results

		Unstandardized Residual
N		48
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.73266007
Most Extreme Differences	Absolute	.124
	Positive	.084
	Negative	-.124
Test Statistic		.124
Asymp. Sig (2-Tailed)		.063[c]

Source: Data Processed, 2025

Based on table 7 above, the results of the normality test show that the value of Asymp Sig. (2-tailed) is 0.063. This value is greater than 0.05, which indicates that in this analysis, the data tends to be normally distributed. Thus, assumptions about the distribution of data normality are acceptable for further analysis purposes.

b. Multicollinearity Test

This data calculation was carried out with the help of the IBM SPSS version 25 program. The results of the multicollinearity test are as follows:

Table 8. Multicollinearity Test Results Table

Model	Collinearity Statistics	
	Tolerance	VIF
Leadership Style (X1)	0,328	3,049
Welfare (X2)	0,328	3,049

Source: Data Processed, 2025

The Tolerance value for the Leadership Style (X1) and Welfare(X2) variables was 0.328 (>0.10), while the VIF of both was 3.049 (<10.00), indicating the absence of symptoms of multicollinearity in this regression model.

c. Uji Heterokedastisitas (Uji Glejser)

Table 9. Heterokedasticity (Glejser Test)

Type	Sig
Leadership Style	0,066
Employee Well-Being	0,157

Source: Data Processed, 2025

Based on the results of the Glejser test, a significance of 0.066 was obtained for the leadership style variable and 0.157 for the employee welfare variable. Because both values exceed the significance limit of 0.05. Therefore, it can be concluded that there are no symptoms of heterokedasticity, so the regression model can be used.

Multiple Linear Regression Analysis

The test was carried out using the SPSS version 27 program as a data analysis tool, the results were as follows:

Table 10. Multiple Linear Regression Analysis

Model	Unstandardized	Coefficients	Standardized Coefficients
	B	Std.Error	Beta
1. (Constant)	3,602	1,566	
Style Leadership	0,316	0,168	0,378
Welfare	0,197	0,137	0,289

Source: Data Processed, 2025

Based on the table above, the following multiple linear equation model can be obtained:

$$Y = 3{,}602 + 0{,}316X1 + 0{,}197X2$$

Then the interpretation of the equation is as follows:

1. The value of constant (a) of the equation is 3.602, indicating productivity when the employee's leadership style and well-being value of 0 is 3.602. Then Employee Productivity Will Be Positive.
2. The coefficient of leadership style (X1) is 0.316, indicating that every 1-unit increase in leadership style is associated with employee productivity by 0.316 units, with a significant positive relationship.
3. The employee well-being coefficient (X2) is 0.197, indicating that every 1-unit increase in employee well-being is associated with employee productivity by 0.197 units, confirming a significant positive relationship between employee well-being and employee productivity.

Hypothesis Testing

Hypothesis testing is a method used to test the correctness of a hypothesis that has been previously proposed. There are two types of hypothesis tests that are commonly used, namely the T test (Partial) to test the effect of a single variable, and the F test (Simultaneous) to test the influence of variables together. This hypothesis test is important in statistics to support or refute a hypothesis that has been formulated beforehand.

a. **Partial Test (Uji T)**

The results of the Hypothesis Test can be seen as follows:

Table 11. Partial Test Table (T)

Variable	T_{count}	T_{table}	Sig
Leadership style(X1)	1.882	2.013	0.066
Welfare (X2)	1.440	2.013	0.157

Source: Data Processed, 2025

The test results showed that the leadership style with a Tcal value of 1.882 < Ttable = 2.013, was significant at 0.066 >0.05. This means that this variable does not have a significant effect on the Employee Productivity variable. In the Welfare variable (X2), the Thcal Value (1,440) < the Ttable (2,013), but the significance value is 0.157 > 0.05, meaning that it is not statistically significant, even though the Thcal is greater than the Ttable. Thus the two independent variables (X1 and X2) had no significant effect on the bound variables at a significance level of 5%.

b. Simultaneous Tests (Uji F)

Table 12. Table Uji Parsial (F)

Model	Sum of squares	Df	Mean Square	F	Sig
Regression	96.151	2	48.075	15.332	.000[b]
Residual	141.099	45	3.136		
Total	237.250	47			

Source: Data Processed, 2025

Based on the results of the simultaneous test with df (n1) = 2 and df (n2) = 46 and Ftable = 3.20, the F value was obtained with a calculation of 15.332 with a significance of 0.000. The significance value is smaller than the significance level of 0.05 (0.000 < 0.05), so it can be concluded that the regression model formed is significant. This means that simultaneously independent variables, namely leadership style (X1) and welfare (X2), have a significant influence on dependent variables.

c. Coefficient of Determination (r^2)

Table 13. Coefficient Determination Table

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.637[a]	0.405	0.379	1.77075

Source: Data Processed, 2025

Based on Table 13, the value of the determination coefficient (R Square) was obtained of 0.405. This shows that 40.5% of the variations or changes that occur in dependent variables can be explained by independent variables, namely leadership style and well-being. Meanwhile, the remaining 59.5% was explained by other factors outside of this research model. The Adjusted R Square value of 0.379 gives an idea that after adjusting for the number of independent variables and the number of samples, the contribution of independent variables to the dependent variables remains quite strong, which is 37.9%. A Standard Error of Estimate value of 1.77075 indicates how far the prediction value deviates from the actual value; The smaller this value, the better the regression model is in predicting.

Discussion

Based on the results of the study on 48 respondents, various responses were found to the variables listed in the questionnaire. The respondents' responses are explained as follows:

The Influence of Leadership Style on Employee Productivity

Based on the analysis of the first hypothesis (H1), the Thcal value was 1.957 and the Ttable was 2.013, and the significance value was 0.066 > 0.05. Based on the test criteria, H1 was rejected. This means that the leadership style does not have a significant effect on employee productivity at PT. Hayyu Pratama East Kalimantan. In other words,

even if there is an increase in the leadership style applied, the increase is not directly proportional and is not statistically significant in affecting employee work productivity.

These findings are consistent with the view that leadership effectiveness is not only determined by style alone, but also by other factors such as communication, work culture, and employee emotional and motivational engagement. In the context of a complex organization, a good leadership style still requires the support of a conducive work system to produce optimal productivity. These results are in line with research conducted by Wibowo (2023) Maulana, (2025) which found that transformational leadership styles do not always have a significant effect on employee work outcomes if they are not accompanied by clarity of goals and active participation of employees in the work process.

The Influence of Employee Well-Being on Employee Productivity

Based on the analysis of the second hypothesis (H2), the Tcal value was 2.398 and the Ttable was 2.013, but the significance value was $0.157 > 0.05$, so H2 was also rejected. This means that statistically, employee welfare does not have a significant effect on employee productivity at PT. Hayyu Pratama East Kalimantan. Although the value of Thcal is greater than that of Ttabel, the high significance indicates that the relationship between well-being and productivity is not statistically strong enough. This suggests that a higher level of employee well-being is not necessarily directly proportional to increased work productivity, as it is likely to be influenced by other factors such as job satisfaction, workload, competence, and intrinsic motivation.

This finding is in contrast to Herzberg's Two-Factor Theory, which states that the well-being factor is included in the hygiene factors that are important in maintaining performance. However, if well-being is considered "enough" by employees, then other motivational factors such as achievement and recognition are more dominant in driving productivity.

The Simultaneous Influence of Leadership Style and Employee Well-Being on Employee Productivity

Based on the analysis of the third hypothesis (H3), the results of the F test showed a Fcal value of 15.332, with a significance value of $0.000 < 0.05$, so that H3 was accepted. This means that leadership style and employee welfare simultaneously have a significant effect on employee productivity at PT. Hayyu Pratama East Kalimantan.

These findings indicate that although individually each variable did not have a significant influence, when combined, they were able to explain changes in productivity in a meaningful way. This reinforces the assumption that employee productivity is the result of the interaction of various factors that complement each other.

This result is in line with systems theory in management, which states that organizational performance is the result of the synergy of various internal components. Effective leadership and guaranteed well-being create a healthy work environment, which collectively impacts improved performance. These findings are supported by research by

Minarsih & Novia (2022) which states that the combination of leadership and employee well-being makes a real contribution to the performance and productivity of work teams. Therefore, companies need to develop managerial policies that do not only focus on one aspect but integrate factors.

CONCLUSION

This study aims to determine the influence of leadership style and employee welfare on work productivity at PT. Hayyu Pratama Kaltim. Based on the results of data analysis, instrument analysis, classical assumption tests, linear regression analysis, and hypotheses that have been carried out, it can be concluded that: Leadership style does not have a significant effect on employee productivity. Although theoretically leadership is considered an important factor in improving performance, the results of statistical tests show that its effect is not partially significant. This indicates that leadership effectiveness needs to be supported by other factors such as good communication, a positive work culture, and employee emotional engagement. Employee welfare also does not have a significant partial effect on work productivity. While well-being is important in creating work comfort, data show that higher levels of well-being do not necessarily directly increase productivity. This indicates that other motivational factors such as personal achievement, recognition, and job satisfaction also affect overall productivity. However, leadership styles and employee well-being simultaneously have a significant effect on employee productivity. These findings confirm that the two variables complement each other and cannot stand alone in influencing performance. The combination of effective leadership and an adequate level of well-being creates synergies that can significantly increase productivity. So overall, the results of this study underline the importance of a holistic approach in human resource management. Companies should not only focus on one aspect such as leadership or well-being but integrate various internal factors that can drive employee productivity optimally.

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