



Analysis of the Influence of Leadership Style, Motivation, and Work Environment on Embroidery Business Productivity

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Abstract: The background to this research is that so far the work environment at the border company in Kawalu Tasikmalaya has not met the standards, because there are still rooms that lack lighting, and employee safety has not been paid attention to when cutting cloth they do not use masks. In addition to leadership and motivational factors that affect the productivity of the embroidery business, there are also environmental factors. The specific objective of this study is to apply an effective human resource management model in dealing with increasingly fierce business competition. Using the quantitative method using SPSS, 22 populations in this study were obtained based on data from the Tasikmalaya City Trade Industry (INDAG) regarding embroidery convection companies in Kawalu District, Tasikmalaya City, namely 401 registered entrepreneurs. The sampling technique used is Simple Random Sampling (SRS) so the minimum sample calculation results are 51 respondents. It can be concluded that the entrepreneurial leadership style of an embroidery company in Kawalu District is categorized as a democratic leadership style that is oriented towards relationships and results. oriented. The work environment at an embroidery company in the Kawalu sub-district is quite representative. Then the results of hypothesis testing show that leadership style, motivation, and work environment have a significant effect on work productivity.

Keywords: Leadership; Motivation; Productivity; Work Environment

INTRODUCTION

Kawalu District, Tasikmalaya City is an embroidery convention center. This embroidery industry has been known since the end of Dutch colonialism, in 1940 It was introduced by a mother, Mrs. Umayah from Tanjung village, Kawalu sub-district, Tasikmalaya City, who had studied from a resident of Chinese descent, namely Lie Juki. Initially, this craft was only for women's clothing.

In 1976, an embroidery entrepreneur from Kawalu started to become an embroidery supplier for clothing shops in the Tanah Abang market, Central Jakarta. In 2000, to strengthen their bargaining power, embroidery traders formed the Tasikmalaya Embroidery Entrepreneurs Association (GAPEBTA). In addition to Tanah Abang Market, Kawalu embroidery marketing in Tasikmalaya City also goes to Tegal Gubug Cirebon Market and other areas both in Java and outside Java Island such as Yogyakarta, Surabaya Turi Market, Solo Klewer Market, Batam Island, Ujung Pandang, Padang, Pontianak, even abroad, such as Malaysia, Brunei, the Middle East.

Until now, there are 401 companies in the embroidery business sector in Kawalu District, Tasikmalaya City, and 105 companies operating. The decrease in the number of owners was due to the high operational costs for the embroidery business because raw materials such as yarn and cloth were still exported from abroad, so prices depended on fluctuations in the dollar. The companies that are still able to survive and continue to grow are due to the hard work of managers in managing the company and being able to take advantage of opportunities. This is also inseparable from the factors that can influence entrepreneurial success.



Some factors that can influence entrepreneurial success include Personal factors (concerning aspects of one's personality), experience, leadership, corporate organizational culture, motivation, environment (regarding relationships with the environment), level of education, and others.

Based on the results of Charles Schriciber's research, success in entrepreneurship is determined by formal education only 15%, the rest (85%) is determined by factors of mental attitude or personality or the presence of the environment such as Leadership Style, Organizational Culture, Motivation, Work Environment etc.

Leadership is the backbone of the company's organizational development because without good leadership it will be difficult to achieve organizational goals. Effective leadership must provide direction for the efforts of all workers in achieving organizational goals, if this is not done, it can lead to situations where individuals work to achieve their personal goals so that the goals of the organization itself are not achieved.

Leadership can affect the success of a corporate culture. In this case, the leader is one of the important elements that influence the behavior of subordinates. Every leader has a certain leadership style according to the personality traits and characteristics he has, and each leadership style will have a different influence on his subordinates. This influence can be on work results and the work harmony of each subordinate and in his relationship with superiors. Because leadership is a process of directing the behavior of other people towards achieving a certain goal, direction causes other people to act in a certain way or follow a certain direction, this is inseparable from the implementation of leadership functions which are the activities of leadership. If these activities are sorted out, you will see leadership styles with their respective patterns. Leadership activities include effective leadership and ineffective leadership. This pattern shows the style of how the leader directs and influences his subordinates to achieve the goals of the organization he leads.

Besides leadership, the factor that influences the productivity of the embroidery business is motivation. Motivation is an effort to use the deepest desire to achieve goals, help initiative, act effectively, and survive in the face of failure. People who have high motivation will try hard and be full of creativity in achieving goals. Motivation is the main capital for entrepreneurs. In addition to leadership and motivational factors that affect the productivity of the embroidery business, there are also environmental factors. So far, the work environment at border companies has not met the standards, because there are still rooms that lack lighting, employee safety has not been paid attention to, and when cutting cloth, they do not use masks. A pleasant work environment for employees through establishing harmonious relationships with leaders, and colleagues, and supported by adequate facilities and infrastructure in the workplace will have a positive impact on employees so that employee performance can increase productivity. The work environment has a very important role in carrying out company activities (Sutrisno, 2018).

Some factors that can influence entrepreneurial success include Personal factors (concerning aspects of a person's personality), experience, leadership, corporate organizational culture, motivation, environmental (regarding relationships with the environment), level of education, and others (Kirana, Harini, & Nugroho, 2018).

How much influence will these factors have, namely motivating employees, how is the existence of a work environment and leadership style that must be applied in facing competition, both international and national so that embroidery entrepreneurs can compete or survive (Yekti, 2020) in Kawalu District, Tasikmalaya City, it is necessary to hold a research study.



The literature review and research framework in this study are:

Leadership is "The ability and skills of a person who occupies a position as a work unit leader to influence the behavior of other people, especially his subordinates, to think and act in such a way that through positive behavior he makes a real contribution to achieving organizational goals" (Rivai & Mulyadi, 2018).

Motivation According to Robbin (Robbins & Judge, 2018) in his book Organizational Behavior what is meant by motivation is "The willingness to issue a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet some individual needs". The need is "an internal state that causes certain results to appear attractive"

Work environment, some experts define the work environment, among others, as follows:

According to (Darmadi, 2020) defines the work environment as follows:

"The work environment includes something that is around employees so that it influences an individual in carrying out the obligations assigned to him, such as air conditioning, good lighting, and others."

Sedarmayati (Sedarmayanti, 2018) defines the work environment as follows: "The work environment is the entire tooling and material encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group".

Productivity, The concept of productivity with the main elements of output and input was first introduced by economist David Ricardo dalam Kasyan Timur (Timur, 2020). The core concept is how the output will change if the input used changes.

Research paradigm

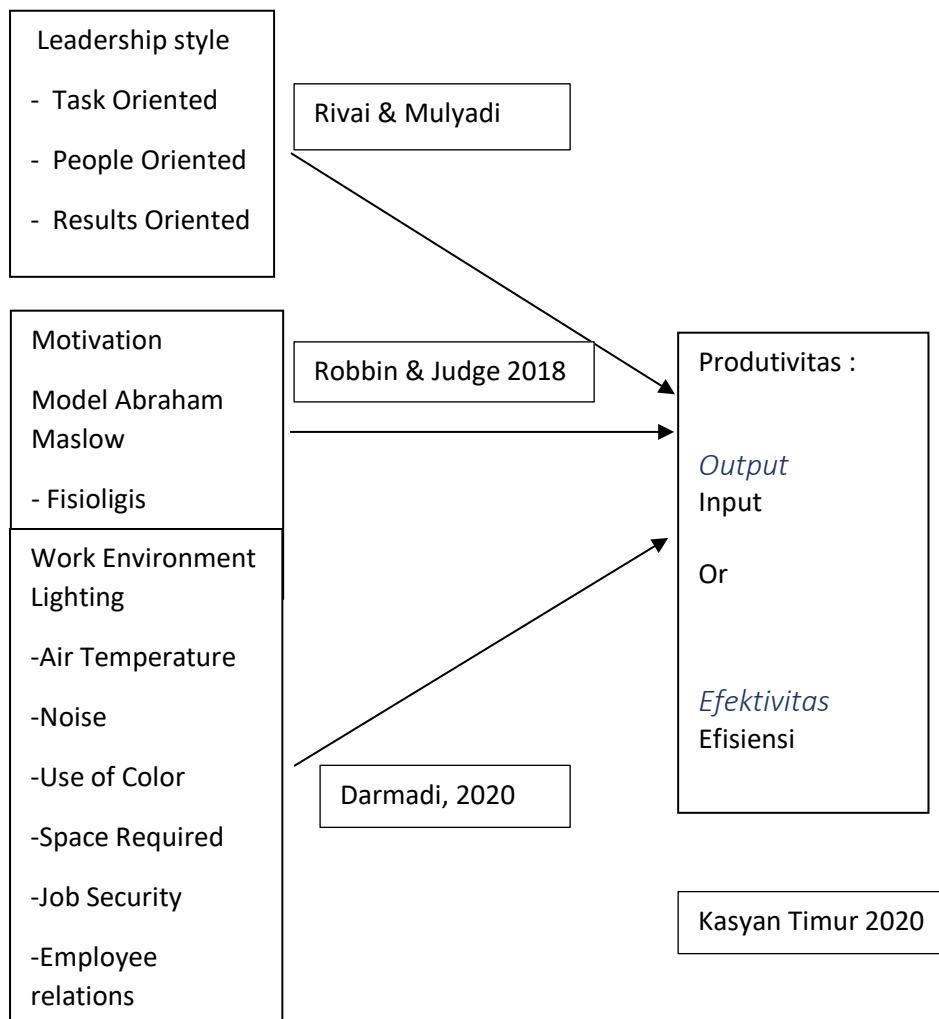


Figure 1. Research paradigm

Source: Processed data (2022)

METHODS

The type of research used is descriptive and verification research. The research method used is a descriptive survey (Sugiyono, 2019).



Table 1. Variable Operationalization

No	Variable	Draft	Sub variable	Indicator	Scale
1	Leadership Style (Independent) (Rivai & Mulyadi 2018)	A set of traits used by leaders to influence organizational goals to be achieved/patterns of behavior and strategies that are preferred and often applied by a leader.	1. Task-Oriented 2. Relationship Oriented 3. Results Oriented	Explanation of tasks, Division of tasks. Deliberation, freedom of expression, atmosphere of cooperation. Active, dynamic, and appreciate creativity.	Ordinal
2	Motivation (Robbin & Judge 2018)	The need, drive, and desire to act to achieve a goal	Fulfillment	- Physiological - Safety & Security - Belongingness - Esteem and Ego -Self-actualization	Ordinal
3	Work environment (Darmadi 2020)	All the tools and materials faced by the surrounding environment, where a person works, the method of work, and the work arrangements, both as individuals and in groups.	Physique Nonphysical	Lighting, air temperature, humidity, air circulation, noise, mechanical vibration, odor, color, decoration, music, security Relations between employees	Ordinal
4	Productivity (Kasyan Timur 2020)	Comparison between output and input.	Aspects of work productivity	output Inputs	Ratio

Source: Processed data (2022)

Determination of the population so that research is truly targeted at the target. From the results of the preliminary survey, data was obtained from the Tasikmalaya City Trade Industry (INDAG) regarding embroidery convection companies in Kawalu District, Tasikmalaya City, namely 401 registered entrepreneurs (INDAG, 2022).

Of this population, in 2015 many embroidery companies were not active, because the market was experiencing saturation and sluggishness. From the results of the subsequent survey of the field, 105 embroidery convection companies were active and normal in running their business. Given the very limited time and funds, the population considered representative at the time of the study was the company.

The sampling technique used is Simple Random Sampling (SRS) for the following reasons: 1) The variables studied are relatively homogeneous, 2) (Sugiyono, 2019) Researchers can develop a complete sampling frame. By setting a precision of 10 percent (0.1), the result of the sample calculation is a minimum of 51 respondents, namely the operational division of each company that is sampled.



RESULTS AND DISCUSSION

Before the research data is processed, a feasibility test is first carried out on the quality of the research measuring instrument (questionnaire) used to prove whether the questionnaire used has validity and consistency (reliability) to be used as a research measurement tool. The reliability test is a measure of the consistency of scores achieved by the same person on different occasions, the main idea of which is the extent to which the results of a measurement can be trusted.

Table 2. Questionnaire Reliability Test Results

Variable	Coefficient Reliability (r)	Mark Critical	Conclusion
Leadership	0,959	0,700	Reliable
Motivation	0,858	0,700	Reliable
Work Environment	0,780	0,700	Reliable
Embroidery Business Productivity	0,945	0,700	Reliable

Source: Processed data (2022)

From Table 2 above it can be seen that the reliability value obtained is greater than the critical value of 0.7 for each variable Leadership, Motivation, Work Environment, and Productivity of the Embroidery Business. The results of this test indicate that the measuring instrument used is reliable so it can be concluded that the measuring instrument which is used to measure the variables of Leadership, Motivation, and Productivity of the Embroidery Business has given consistent results.

The proposed research hypothesis will be tested using path analysis. Path analysis examines the causal relationship that is structural from the independent (exogenous) variable to the dependent (endogenous) variable by considering the complexity of the model.

The research data was obtained from the respondents' answers to the questionnaire in the form of an ordinal scale. To fulfill the data requirements, it can be processed using path analysis, first, the ordinal data is converted to an interval scale through the method of successful intervals. The conversion result interval data is used to test the effect of Leadership, Motivation, and Work Environment on the Productivity of Embroidery Business.

The path analysis calculation requires that the data have a multivariate normality distribution. To find out the distribution of the data used, first check the assumption of normality distribution of the data. Evaluation of the normality of the data was calculated using SPSS 22 software. In this study, the normality test used the Kolmogorov-Smirnov test. The results of the calculation of the data normality test obtained using SPSS are as follows:



Table 3. Normality Test Result

		One-Sample Kolmogorov-Smirnov Test			
		Leadership (X1)	Motivation (X2)	Work Environment (X3)	Work Productivity (Y)
N		51	51	51	51
Normal Parameters ^a	Mean	54.3910	20.7450	36.0566	24.7073
	Std. Deviation ^b	10.07973	4.34528	7.25542	5.20047
Most Extreme Differences	Absolute	.179	.116	.113	.185
	Positive	.112	.116	.105	.155
	Negative	-.179	-.108	-.113	-.185
Kolmogorov-Smirnov Z		1.279	.827	.805	1.318
Asymp. Sig. (2-tailed)		.076	.501	.536	.062

a. Test distribution is Normal.
 b. Calculated from data.

Source: SPSS calculation results (2022)

Based on the results of the normality test calculations in Table 3 for the Leadership variable (X1), the Kolmogorov-Smirnov Z value is 1.279 with a p-value (sig value) of 0.076. The probability value (sig) of the Kolmogorov-Smirnov Test obtained (0.076) is greater than 0.05 indicating that the Leadership data (X1) is normally distributed. For the variable Motivation (X2) the Kolmogorov-Smirnov Z value is 0.827 with a p-value (sig value) of 0.501. The probability value (sig) of the Kolmogorov-Smirnov Test obtained (0.501) is greater than 0.05 indicating that motivation data (X2) is normally distributed. For the Work Environment variable (X3) the Kolmogorov-Smirnov Z value is 0.805 with a p-value (value sig) of 0.536. The probability value (sig) of the Kolmogorov-Smirnov Test obtained (0.536) is greater than 0.05 indicating that motivation data (X2) is normally distributed. For the Work Productivity variable (Y) the Kolmogorov-Smirnov Z value is 1.318 with a p-value (value sig) of 0.062. The probability value (sig) of the Kolmogorov-Smirnov Test obtained (0.062) is greater than 0.05 indicating that the Work Productivity data (Y) is normally distributed.

While The Influence of Leadership, Motivation and Work Environment on the Productivity of Embroidery Business. The hypotheses suspected in this study relate to how leadership, motivation, and work environment influence the productivity of the embroidery business. Path analysis is used to test the suspected hypothesis. The data used in calculating path analysis in this study consists of independent variables Leadership (X1), Motivation (X2), Work Environment (X3), and the dependent variable Embroidery Business Productivity (Y).

After the data is processed, it is found that the relationship between Leadership (X1) and Motivation (X2) is indicated by a correlation coefficient value of 0.200, The correlation coefficient value is in the low category (not strong), The direction of a positive relationship between Leadership and Motivation shows that Leadership, Motivation and Work Environment look mutually positively correlated, the better the leadership, the better the motivation and vice versa,

The relationship between leadership (X1) and work environment (X3) is shown by a correlation coefficient value of 0.285, the correlation coefficient value is in the low category (not strong). The direction of a positive relationship between leadership and work environment shows that leadership and work environment are directly proportional, where the better Leadership, the Work Environment will be better.



The relationship between Motivation (X2) and Work Environment (X3) is shown by a correlation coefficient value of 0.234, The correlation coefficient value is in a low category (not strong), The direction of a positive relationship between Motivation and Work Environment shows that Motivation and Work Environment are directly proportional where the higher Motivation, then the Work Environment will be higher,

The relationship between Leadership (X1) and Embroidery Business Productivity (Y) is shown by the correlation coefficient value of 0.522, The correlation coefficient value is in a fairly strong category, The direction of a positive relationship between Leadership and Embroidery Business Productivity shows that Leadership and Embroidery Business Productivity are directly proportional where the more appropriate the Leadership, the Embroidery Business Productivity will be the higher it is.

The relationship between Motivation (X2) and Embroidery Business Productivity (Y), is shown by the correlation coefficient value of 0.552. The correlation coefficient value is in a fairly strong category. The direction of a positive relationship between Motivation and Embroidery Business Productivity shows that the Motivation and Productivity of Embroidery Business are directly proportional where the higher the Motivation, the higher the Productivity of the Business Embroidery will be higher, the relationship between the Work Environment (X3) and the Productivity of the Embroidery Business (Y) is shown by the correlation coefficient value of 0.633, The correlation coefficient value is in the fairly strong category, The direction of the positive relationship between the Work Environment and the Productivity of the Embroidery Business shows that the Work Environment and Business Productivity Embroidery is directly proportional where the better the work environment, the higher the productivity of the embroidery business.

The path coefficient calculation is carried out with the help of SPSS. The path coefficient results can be seen in the Standardized Coefficients (Beta) column of the SPSS output. The path coefficient calculation results are presented in the following table:

Table 4. The Results of the Coefficient of Influence of X on Y

Independent variable	Path Coefficient	t	P-value (Significance)	R ²
Leadership(X1)	0,317	3,549	0,001	0,663
Motivation (X2)	0,383	4,355	0,000	
Work Environment(X 3)	0,453	5,038	0,000	

Source: SPSS calculation results (2022)

The path coefficient of leadership on embroidery business productivity (PYX1) is 0.317. The path coefficient of motivation on embroidery business productivity (PYX2) is 0.383, and the work environment path coefficient on embroidery business productivity (PYX3) is 0.453.

The path coefficient is the weight of the direct influence of each variable Leadership (X1), Motivation (X2), and Work Environment (X3) on the Productivity of the Embroidery Business. The coefficient of influence obtained is positive indicating that the influence of the three variables is directly proportional to the Productivity of the Embroidery Business, Leadership High productivity, high motivation, and a high work environment will increase the productivity of the embroidery business

The calculation results obtained that the coefficient of determination of Leadership (X1), Motivation (X2), and Work Environment (X3) on the Productivity of the Embroidery Business is 0.663. The magnitude of the joint effect (coefficient of

determination) of Leadership, Motivation, and Work Environment on the Productivity of Embroidery Business is 0.663. The path coefficient of other variables excluding Leadership, Motivation, and Work Environment is $P_{y\epsilon} = \sqrt{1-0.663} = 0.581$.

The results of path analysis can be made into a structural equation for the influence of Leadership, Motivation, and Work Environment on the Productivity of Embroidery Business as follows:

$$Y = 0.317 X_1 + 0.383 X_2 + 0.453 X_3 + 0.581$$

Visually, the path diagram of Leadership, Motivation, and Work Environment on the Productivity of the Embroidery Business can be described as follows.

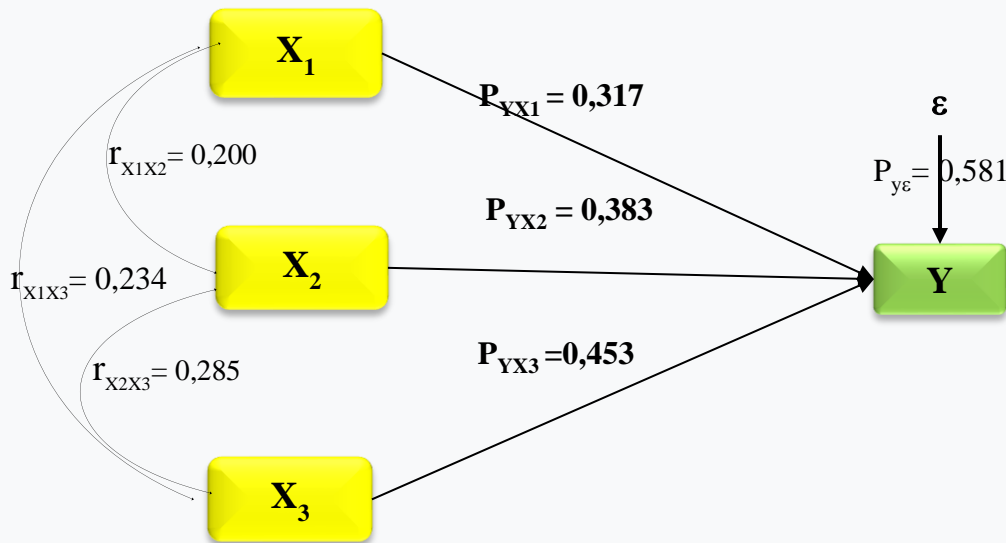


Figure 2. Structural Model Path Diagram Leadership, Motivation, and Work Environment on the Productivity of the Embroidery Business

Source: SPSS calculation results (2022)

Hypothesis testing was carried out to determine the effect of all independent variables on the dependent variable using the F test and in the second stage, a partial test was carried out to see the significance of each variable using the t-test.

Determination of test results (acceptance/rejection of H₀) can be done by comparing the t count with the t table or can also be seen from its significance value. Hypothesis testing is done by comparing the count with the table. The value of the table at a significance level of 5% ($\alpha = 0.05$) and degrees of freedom $(n-k-1) = 51-3-1=47$ in the two-way test is 2.012.

The results of calculating the t-test statistics (t_{count}) can be seen in the following table:



Table 5. Testing Path Coefficients Individually X1-Y

Hypothesis Null	Path Coefficient	T Count	T table	sig	Decision	Conclusion
$P_{yX_1} = 0$	0,317	3,549	2,012	0,001	H0 rejected	Significance

Source: SPSS Calculation Output Appendix (2022)

Based on the results of the calculations presented in Table 5, the t_{count} value of Leadership on the Productivity of the Embroidery Business is 3.549 with a significance of 0.001,

Because the count of Leadership (3.549) is greater than t_{table} (2.012) and the significance value is $0.001 < 0.05$, then at an error level of 5% the test decision is to reject H_0 so that H_a is accepted.

Thus, it can be concluded that leadership influences the productivity of the embroidery business. The results of this study provide empirical evidence that the more appropriate the leadership, the higher the productivity of the embroidery business.

The direct effect of leadership on the productivity of the embroidery business without regard to motivation is 10.02% and the influence of leadership on the productivity of the embroidery business when it is seen that it is related to motivation (indirect effect) is 2.42%, the influence of leadership on the productivity of the embroidery business is seen as the correlation with the work environment (indirect effect) was obtained by 4.09%, the total influence of leadership on the productivity of the embroidery business was 16.53%, the results obtained showed that leadership supported by motivation and work environment would have a greater influence on the productivity of the embroidery business.

The results of calculating the t-test statistics (t_{count}) can be seen in the following table:

Table 6. Individual Path Coefficients X2-Y

Hypothesis Null	Path Coefficient	Tcount	Ttable	sig	Decision	Conclusion
$P_{yX_2} = 0$	0,383	4,355	2,012	0,000	H0 rejected	Significance

Source: SPSS Calculation Output Appendix (2022)

Based on the results of the calculations presented in Table 6, the account of motivation for the productivity of the embroidery business is 4.355 with a significance of 0.000.

Because the t_{count} of motivation (4.355) is greater than the t_{table} (2.012) and the significance value is $0.000 < 0.05$, then at the 5% error level the test decision is to reject H_0 so H_a is accepted.

Thus, it can be concluded that motivation influences the productivity of the embroidery business. The results of this study provide empirical evidence that the higher the motivation, the higher the productivity of the embroidery business.

The direct effect of motivation on the productivity of the embroidery business is 14.66% and the effect of motivation on the productivity of the embroidery business when it is seen that there is a relationship with leadership (indirect effect) is 2.42%, the effect of motivation on the productivity of the embroidery business when it is seen that there is a relationship with the environment Work (indirect effect) was obtained by 4.06%, the total effect of motivation on the productivity of embroidery business was 21.14%, the results obtained showed that motivation supported by leadership and work



environment would have a greater influence on the productivity of embroidery businesses.

The Effect of the Work Environment on the Productivity of the Embroidery Business Partially, the results of calculating the t-test statistics (tcount) can be seen in the following table:

Table 7. Individual Path Coefficients X3-Y

Hypothesis Null	Path Coefficient	Tcount	Ttable	sig	Decision	Conclusion
$P_{yX_3} = 0$	0,453	5,038	2,012	0,000	H0 Rejected	Significance

Source: SPSS Calculation Output Appendix (2022)

Based on the results of the calculations presented in Table 7, the tcount value of the Work Environment on the Productivity of the Embroidery Business is 5.038 with a significance of 0.000.

Because the value of tcount Work Environment (5.038) is greater than ttable (2.012) and a significance value of 0.000 < 0.05, then at an error rate of 5% the test decision is to reject Ho so that Ha is accepted.

Thus, it can be concluded that the work environment influences the productivity of the embroidery business. The results of this study provide empirical evidence that the better the work environment, the higher the productivity of the embroidery business.

From the path coefficient values obtained, it can be calculated the direct and indirect effects of the work environment on the productivity of the embroidery business as follows:

The direct effect of the work environment on the productivity of the embroidery business is 20.52% and the influence of the work environment on the productivity of the embroidery business when it is seen that there is a relationship with leadership (indirect effect) is 4.09%, the influence of the work environment on the productivity of the embroidery business is seen as correlation with motivation (indirect influence) was obtained at 4.06%. The total effect of the work environment on the productivity of the embroidery business is 28.66%. The results obtained show that the work environment supported by leadership and motivation will have a greater influence on the productivity of the embroidery business.

To test the established hypothesis is done by comparing Fcount with Ftable values. From Table F, the Ftable values are obtained with db1 = 2 and db2 = 51-3-1 = 47 of 2.802.

The value of the F test statistic is obtained in the ANOVA table from the SPSS results. The results of the calculation of the significance test can be seen in the table below:

Table 8. Simultaneous Path Coefficient Testing

Hypothesis	R	F count	F table	sig	Decision	Conclusion
$P_{yX_1X_2, X_3} = 0$	0,663	30,877	2,802	0,000	H0 Rejected	Significant

Source: SPSS Calculation Output Appendix (2022)

A Fhit value of 30.877 is obtained with a significance of 0.000. The results of the comparison of the test scores show that the Fhit is 30.877 greater than the Ftable of 2.802 and also when viewed from a significance value of 0.000 it is less than 0.05, so it



can be concluded that together Leadership, Motivation and Work Environment has a significant effect on the Productivity of the Embroidery Business.

The magnitude of the influence of Leadership, Motivation, and Work Environment simultaneously on the Productivity of Embroidery Business can be seen in the following table:

Table 9. The Influence X_1 , X_2 dan X_3 to Y

Variable	Path Coefisien	Direct Influence	Indirect Influence		Total
			X_1	X_2	
X_1	0,317	10.02%		2.42%	4.09%
X_2	0,383	14.66%	2.42%		4.06%
X_3	0,453	20.52%	4.09%	4.06%	
Total Influence					66,33%

Source: Results of Data Processing (2022)

Based on the calculation results above, it is known that leadership, motivation, and work environment together have an influence on the productivity of the embroidery business by 66.3% and the remaining 33.7% are influenced by other factors that are not included in the study, the work environment has a significant influence. greater effect on the productivity of the embroidery business than the influence of leadership and motivation on the productivity of the embroidery business.

From the results of the study, it was found that the influence of leadership style was 16.53%, motivation was 21.14% and work environment was 28.66%. So the total influence of the factors studied was 66.3%. This shows that almost two-thirds of work productivity is influenced by factors of leadership style, motivation, and work environment. Among the three factors above, the factor that has the most dominant influence on work productivity is the work environment factor. This shows that in the embroidery company in Kawalu district, work environment factors are factors that greatly influence the work productivity of the embroidery business.

The magnitude of the influence of the work environment on work productivity is 28.66%. The work environment at the Kawalu Embroidery Company consists of physical and non-physical environments. The physical environment has a relatively large influence on work productivity, even though the room is without air conditioning, the desk and chair are simple, and the performance of the employees is good. In a non-physical work environment such as a family atmosphere, good communication, self-control, and the spiritual level of each individual, both company leaders and employees give more contribution or influence on work productivity.

Motivation contributes 21.14% to work productivity. Of the three independent variables, motivation has a fairly good influence on work productivity, this means indicating that motivation is a form of encouragement to increase work productivity, both internal and external.

Leadership style gives the smallest contribution of the three independent variables, namely 16.53% to the productivity of the embroidery business. Although the leadership style factor makes the smallest contribution, this factor can also determine the increase in the productivity of the embroidery business. This agrees with nurjaya et al. in their journal (Nurjaya, Mukhtar, & UA, 2020).



CONCLUSION

The leadership style at the embroidery company in Kawalu District is categorized in a leadership style that is oriented toward human relations and results-oriented, meaning that the leader pays attention to his subordinates, can motivate his subordinates, maintains cooperative relations with his employees, gives the freedom to express his employees' opinions. Leaders pay attention to the results achieved and appreciate the creativity of their employees. (1) The work environment at an embroidery company in Kawalu District is quite representative in terms of lighting, air temperature, humidity, and good security relations between employees at work. (2) From the results of testing the hypothesis, the results show that leadership style, motivation, and work environment have a significant effect on work productivity. Even though the influence of the work environment is the highest, efforts still need to be increased which will lead to increased work productivity, for example, it is necessary to increase the intensity of the comfort of the place, maintaining performance synergy. In addition to these three variables, other factors can affect work productivity, for example; compensation, culture

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