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The Effect of Leadership Style, Employee Engagement, and Compensation on Employee Productivity

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ABSTRACT

This study aims to analyze the influence of leadership style, employee engagement, and compensation on employee productivity at PT Balaraja Metalindo Tangerang. The research population consisted of all 45 permanent employees, with the sampling technique using a saturated sampling method. Data analysis was carried out using SmartPLS 4. The results indicate that leadership style has a positive but not significant effect on employee productivity. Employee engagement has a positive and significant effect on employee productivity. Compensation has a positive but not significant effect on employee productivity. These findings emphasize that enhancing employee engagement is the dominant factor in driving work productivity within the company.

Keywords: Leadership Style, Employee Engagement, Compensation, Employee Productivity.

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INTRODUCTION

Human resources are the most important factor and serve as the main asset of a company. They act as drivers, thinkers, and planners in achieving organizational goals (Widieya & Andy, 2022). A company's success is highly influenced by the quality of its human resources, where an increase in employee productivity positively correlates with improved profitability and competitiveness (Andri Yandi, 2022; Mariati, 2024). High productivity serves as an indicator of success in business operations, both in terms of product quality and quantity.

However, maintaining optimal productivity is not an easy task. According to Afif Safrudin (2024), the main challenge companies face is keeping employee productivity stable amid dynamic business conditions. Low productivity may be caused by inadequate employee skills and competencies (Andri Yandi, 2022). Conversely, high productivity enables increased output without additional input, contributing to employee well-being (Takyuddin in Sri Rahayu, 2024).

Various factors can influence productivity. Leadership style, for example, refers to a leader's behavioral patterns that align organizational and individual goals to create a productive work environment (Adrie & Anugerah, 2023). Leaders who are able to motivate, empower, and inspire their teams can help achieve work objectives efficiently (Alfiana et al., 2024). In addition, employee engagement also plays a crucial role. According to Marin (2021), high employee engagement fosters commitment and dedication to the company. Dinillah and Sabil (2022) add that employees who are emotionally attached to their organization tend to be more productive in implementing company policies and operations. Another influencing factor is compensation. Both financial and non-financial compensation can motivate employees to perform optimally (Wijaya, 2023; Ajitha & Ramya, 2023). Mujanah (2023) asserts that effective compensation can unlock employees' potential, enabling them to contribute at their best.

In the context of Indonesia's manufacturing industry, competition has become increasingly intense in the post-pandemic era. The growth in demand for local products drives companies to improve productivity and work efficiency. Manufacturing companies that produce and distribute medical equipment, for instance, face challenges such as high production targets, price competition, and limited resources. This situation requires companies to identify key factors that can boost employee productivity. Therefore, this study aims to examine the influence of leadership style, employee engagement, and compensation on employee productivity in a manufacturing company in Tangerang, with the goal of providing strategic recommendations for improving productivity.

LITERATURE REVIEW

Employee Productivity

Productivity is a measure of productive efficiency that reflects the ratio between output and input, indicating how effectively resources are utilized to generate output (Sutrisno, 2023). Ica & Ade (2022), productivity refers to the inverse relationship between the output achieved and the amount of resources used. Furthermore, performance, which is the output resulting from the task execution process, has a direct impact on job productivity.

Leadership Style

Kartono (2016), leadership style involves traits, habits, temperament, character, and personality that distinguish a leader in the way they interact with others. (Mubarok & Kristianti, 2023) Leadership style is the behavior or approach chosen and applied by a leader to influence the thoughts, feelings, attitudes, and behaviors of their subordinates within the organization.

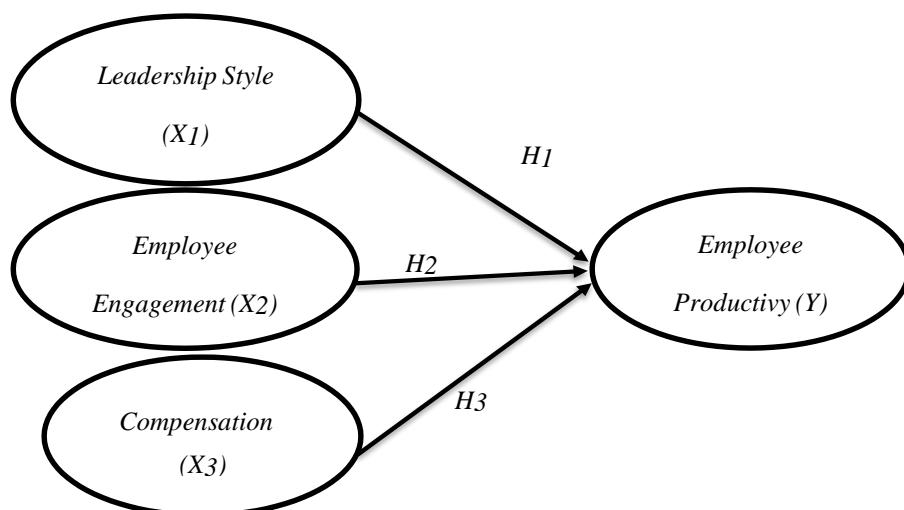
Employee Engagement

Hary & Henndy (2020) employee engagement is a key factor that contributes to a company's productivity, performance, and long-term sustainability. It refers to efforts that foster employees' involvement in their work and within the organization, making it an essential requirement for employees in fulfilling their roles (Soanne, 2021).

Compensation

Compensation refers to all earnings, whether in the form of money, goods, directly or indirectly, received by employees as remuneration for the services they provide to the company (Hasibuan, 2021). Setiawan and Bagia (2021) define compensation as any form of reward received by employees whether in the form of money, tangible goods, or intangible benefits as a token of appreciation from the company for the work they have performed.

Figure 1. Framework



Description:

1. Independent variables, whose value is not directly related to other values, variables are given the symbol (X), among others:
X1 : Leadership Style
X2 : Employee Engagement X3 : Compensation
2. The dependent variable, the variable whose value depends on other variables is given the symbol (Y):
Y : Employee Productivity

METHOD

Time and Place of Research

This research was conducted from September 2024 to May 2025 in several stages, starting with problem identification, proposal preparation, consultation, and questionnaire development, followed by data processing for the thesis. The study was carried out at PT Balaraja Metalindo, located in West Jakarta and Tangerang, Indonesia.

Research Design

This study employs a quantitative research approach, aiming to examine the influence of leadership style, employee engagement, and compensation on employee productivity at PT Balaraja Metalindo. Data were collected by distributing questionnaires containing a series of questions for respondents to complete based on their actual conditions.

Research Population

Sugiyono (2021) a population is a generalization area consisting of objects or subjects that possess certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study comprises all 45 permanent employees of PT Balaraja Metalindo. The sampling in this study employed the saturated sampling method, in which the entire population was used as the research sample.

Data Analysis Method

The analytical method used in this study is the component or variance-based Structural Equation Model, with data processing performed using SmartPLS version 4 software. PLS (Partial Least Squares) is an alternative variance-based method within Structural Equation Modeling (SEM). According to Sholihin and Ratmono (2021), PLS is used to test predictive relationships between constructs by examining whether there are relationships or effects among the variables. This method does not require the assumption of normal data distribution and can be applied to relatively small sample sizes.

RESULTS AND DISCUSSION

Data Quality Test Results

1. Outer Model

a. Convergent Validity

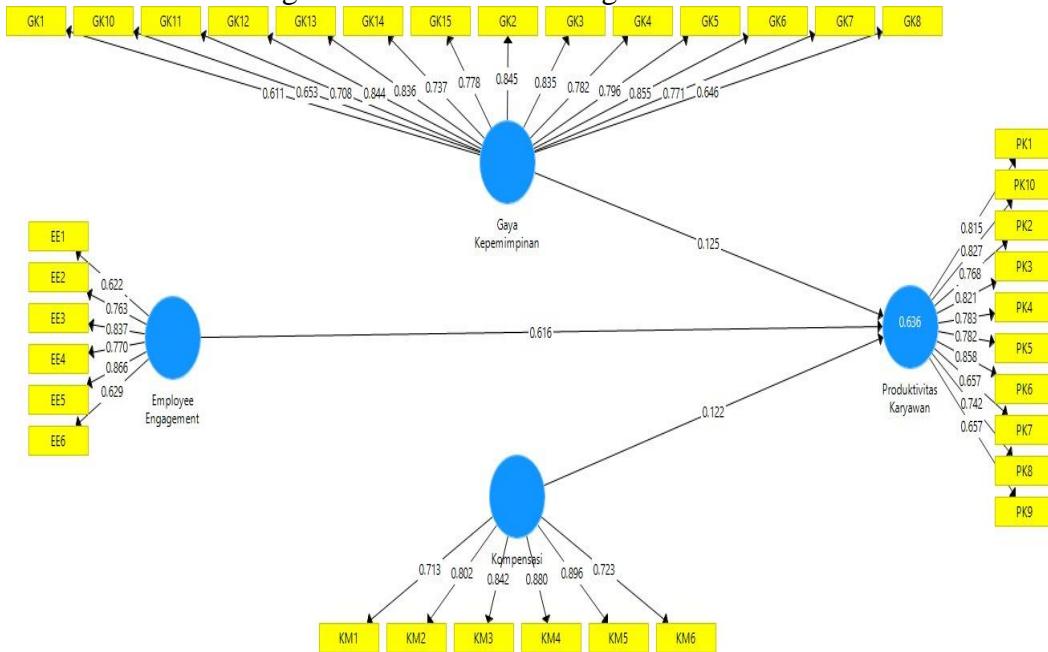
Convergent validity testing in the reflective model was evaluated by examining the correlation between indicators and constructs using PLS. According to Hair et al. (2021), indicators with loadings above 0.70 are considered valid; values between 0.60 and 0.70 are still acceptable if they do not reduce reliability or AVE, while loadings below 0.60 should be removed. The results can be seen in the following table and structural diagram.

Table 1: Convergent Validity Test Results (Modified)

Variable	Indicator	Outer Loading	Description
Employee Productivity	PK1	0.815	Valid
	PK2	0.768	Valid
Variable	Indicator	Outer Loading	Description
Employee Productivity	PK3	0.821	Valid
	PK4	0.783	Valid
	PK5	0.782	Valid
	PK6	0.858	Valid
	PK7	0.657	Valid
	PK8	0.742	Valid
	PK9	0.657	Valid
	PK10	0.827	Valid
	GK1	0.611	Valid
	GK2	0.845	Valid
Leadership Style	GK3	0.835	Valid
	GK4	0.782	Valid
	GK5	0.796	Valid
	GK6	0.855	Valid
	GK7	0.771	Valid
	GK8	0.646	Valid
	GK10	0.653	Valid
	GK11	0.708	Valid
	GK12	0.844	Valid
	GK13	0.836	Valid
	GK14	0.737	Valid
	GK15	0.778	Valid
	EE1	0.622	Valid
	EE2	0.763	Valid
Employee Engagement	EE3	0.837	Valid
	EE4	0.770	Valid
	EE5	0.866	Valid
	EE6	0.629	Valid
	KM1	0.713	Valid
	KM2	0.802	Valid
Compensation	KM3	0.842	Valid
	KM4	0.880	Valid
	KM5	0.896	Valid
	KM6	0.723	Valid

Source: Output PLS, 2025

Figure 2. Modified PLS Algorithm Results



Source: Output PLS, 2025

The modified convergent validity results in Figure 2 and Table 1 show that all indicators are valid, with loading factors above 0.60. After modification, all indicators met the required criteria. Subsequently, the AVE test was conducted to assess the extent to which the indicators explain the variance of the construct, where an AVE value greater than 0.50 indicates that the construct can explain more than half of the variance of its indicators.

Table 2: Average Variance Extracted (AVE) Results

Variable	Average Variance Extracted (AVE)	Description
Employee Productivity	0.599	Valid
Leadership Style	0.590	Valid
Employee Engagement	0.568	Valid
Compensation	0.660	Valid

Source: Output PLS, 2025

b. Discriminant Validity

According to Hair et al. (2021), discriminant validity testing for reflective indicators is conducted using cross-loadings and HTMT. Cross-loadings are considered valid if an indicator has the highest loading on its intended construct, while HTMT is considered valid if its value is below 0.90

Table 3: Discriminant Validity Test Results (Cross-Loadings)

	Employee Productivity	Leadership Style	Employee Engagement	Compensation
PK1	0.815	0.473	0.552	0.446
PK2	0.768	0.470	0.582	0.408
PK3	0.821	0.379	0.669	0.574
PK4	0.783	0.327	0.497	0.435
PK5	0.782	0.553	0.628	0.565
PK6	0.858	0.566	0.682	0.442
PK7	0.657	0.325	0.426	0.517
PK8	0.742	0.360	0.607	0.515
PK9	0.657	0.482	0.619	0.541
PK10	0.827	0.494	0.719	0.576
GK1	0.233	0.610	0.361	0.463
GK2	0.487	0.845	0.482	0.511
GK3	0.506	0.835	0.489	0.396
GK4	0.632	0.782	0.589	0.543
GK5	0.569	0.796	0.555	0.462
GK6	0.493	0.855	0.551	0.425
GK7	0.409	0.771	0.417	0.429
GK8	0.304	0.646	0.360	0.204
GK10	0.236	0.653	0.309	0.499
GK11	0.302	0.708	0.484	0.567
GK12	0.448	0.844	0.591	0.636
GK13	0.519	0.836	0.532	0.511
GK14	0.374	0.737	0.505	0.417
GK15	0.384	0.778	0.360	0.141
EE1	0.367	0.408	0.622	0.437
EE2	0.625	0.520	0.763	0.685
EE3	0.654	0.400	0.837	0.564
EE4	0.535	0.545	0.770	0.479
EE5	0.779	0.575	0.866	0.645
EE6	0.474	0.367	0.629	0.515
KM1	0.364	0.375	0.472	0.713
KM2	0.537	0.506	0.665	0.802
KM3	0.661	0.513	0.656	0.842
KM4	0.575	0.525	0.729	0.880
KM5	0.520	0.442	0.559	0.896
KM6	0.440	0.420	0.480	0.723

Source: Output PLS, 2025

Based on Table 3, the cross-loading values of each indicator are higher for the construct it measures compared to other constructs, indicating that all indicators meet discriminant validity requirements without measurement issues.

Table 4: Heterotrait-Monotrait Ratio (HTMT) Results

	Employee Productivity	Leadership Style	Employee Engagement	Compensation
Employee Productivity				
Leadership Style	0.581			
Employee Engagement		0.681		
Compensation	0.698	0.623		0.836

Source: Output PLS, 2025

Based on Table 4, all HTMT values between constructs are below 0.90, with the highest value being 0.849 between Employee Engagement and Employee Productivity. This indicates that the constructs have sufficient empirical distinction and that discriminant validity is met (Hair et al., 2021).

c. Reliability Test

Reliability testing evaluates the consistency of the instrument using Composite Reliability and Cronbach's Alpha. Values above 0.70 indicate that the construct has good internal consistency, meaning the questionnaire is considered reliable (Sholihin & Ratmono, 2021).

Table 5: Reliability Test Results (Composite Reliability and Cronbach's Alpha)

Variable	Cronbach's Alpha	Composite Reliability	Description
Employee Productivity	0.924	0.937	Reliabel
Leadership Style	0.946	0.952	Reliabel
Employee Engagement	0.846	0.886	Reliabel
Compensation	0.896	0.920	Reliabel

Source: Output PLS, 2025

Based on Table 5, all variables have Composite Reliability and Cronbach's Alpha values

≥ 0.70, indicating that these variables meet the criteria for reliability and validity.

2. Inner Model

a. R-Square

Table 6: R-Square Test Results

Dependent Variable	R Square	R Square Adjusted
Employee Productivity	0.636	0.609

Source: Output PLS, 2025

The R-Square test results in Table 6 show a value of 0.636 for Employee Productivity, meaning that 63.6% of the variation in productivity is explained by Leadership Style, Employee Engagement, and Compensation, while the remaining 36.4% is influenced by other factors. According to Robinson et al. (2024), this value falls into the moderate category as it is above 0.33.

b. GOF (Goodness of Fit)

The Goodness of Fit test for the structural model, using the predictive relevance (Q^2) value, yielded a result of 0.636 (>0), indicating that the model has good predictive capability. A total of 63.6% of the variation in Employee Productivity is explained by the variables Leadership Style, Employee Engagement, and Compensation. The Q^2 value is calculated using the following formula:

$$Q^2 = 1 - (1 - R^2)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.636)$$

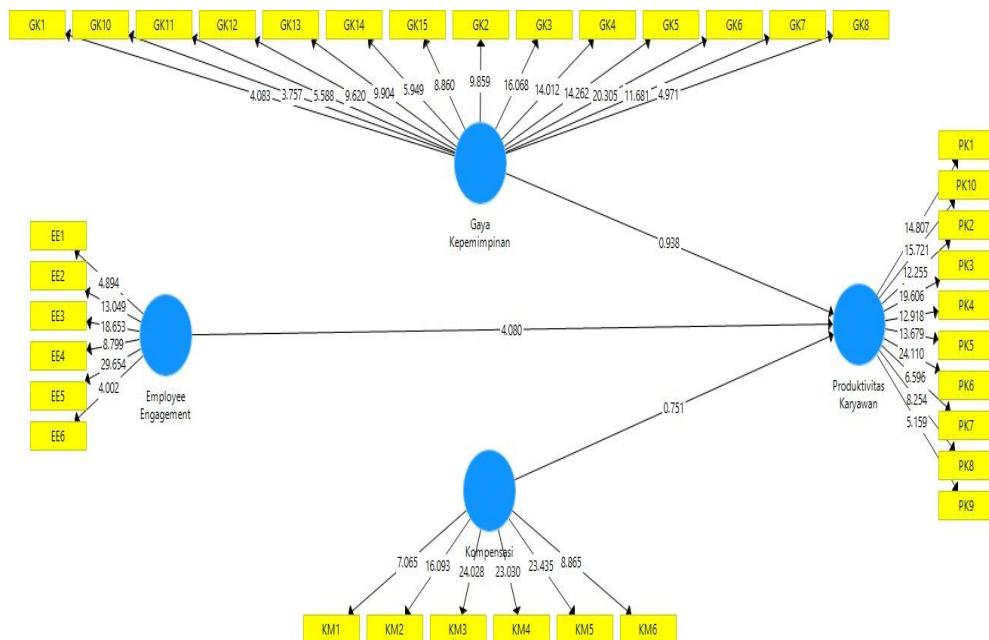
$$Q^2 = 1 - (0.364) = 0.636$$

c. Hypothesis Testing Results (Path Coefficient Estimates)

In the structural model, the significance of the relationships between variables was tested using the bootstrapping method. If the T-statistic value is greater than 1.96 or the

P-value is less than 0.05, the relationship is considered statistically significant at the 5% level (Robinson et al., 2024).

Figure 3. PLS Bootstrapping Test Results (Inner Model Test)



Source: Output PLS, 2025

Table 7: Path Coefficient Test Results

Original Sample (O)	Std. Deviasi	T Statistics (O/STDEV)	P Values	Description
Leadership Style -> Employee Productivity	0.125	0.938	0.349	Positive-Not Significant
Employee-> Employee Productivity	0.616	4.080	0.000	Positive-Significant
Compensation->Employee Productivity	0.122	0.751	0.453	Positive-Not Significant

Source: Output PLS, 2025

Based on Table 7, employee engagement has a positive and significant effect on employee productivity (T-statistic $4.080 > 1.96$; P-value $0.000 < 0.05$), while leadership

style and compensation have positive but not significant effects (T-statistics of 0.938 and 0.751; P-values > 0.05).

DISCUSSION

1. The Effect of Leadership Style on Employee Productivity

Based on the hypothesis testing results in Table 7, leadership style does not have a significant effect on employee productivity. This is indicated by an original sample value of 0.125, a T-statistic value of $0.938 < 1.96$, and a P-value of $0.349 > 0.05$. Therefore, this result is not statistically significant at the 95% confidence level. Accordingly, the null hypothesis (H_0) cannot be rejected, meaning there is insufficient evidence to conclude that leadership style affects productivity. Although the coefficient is positive, the effect is not significant, and thus no definitive influence can be established. These results are consistent with the findings of Hadi, H. S. (2023), which state that leadership style has a positive but not significant effect on productivity.

2. The Effect of Employee Engagement on Employee Productivity

Based on the hypothesis testing results in Table 7, employee engagement has a positive and significant effect on employee productivity. This is indicated by an original sample value of 0.616, a T-statistic value of $4.080 > 1.96$, and a P-value of $0.000 < 0.05$, making the result statistically significant at the 95% confidence level. Therefore, the null hypothesis (H_0) is accepted, meaning there is sufficient evidence that employee engagement affects employee productivity. This implies that the higher the level of employees' emotional, cognitive, and physical involvement in their work, the higher the resulting work productivity. These results

are consistent with the studies by Windi & Utama (2024) and Ismara et al. (2023), which found that employee engagement has a positive and significant effect on productivity.

3. The Effect of Compensation on Employee Productivity

Based on the hypothesis testing results in Table 7, compensation does not have a significant effect on employee productivity. This is indicated by an original sample value of 0.122, a T-statistic value of $0.751 < 1.96$, and a P-value of $0.453 > 0.05$, making the result statistically insignificant at the 95% confidence level. Therefore, the null hypothesis (H_0) cannot be rejected, meaning there is insufficient evidence to conclude that compensation affects productivity. Although the direction of the effect is positive, it is not statistically significant; thus, no definitive influence can be established. These results are consistent with the study by Pratama, W. A., Mariah, & Syuryadi (2023), which found that compensation has a positive but not significant effect on productivity.

CONCLUSION AND SUGGESTIONS

Conclusions

1. Leadership style has a positive but not significant effect on employee productivity.
2. Employee engagement has a positive and significant effect on employee productivity.
3. Compensation has a positive but not significant effect on employee productivity.

Advice

Based on the conclusions above, several recommendations can be proposed for PT Balaraja Metalindo and future researchers:

1. Leaders need to provide clear information about work demands, responsibilities, deadlines, and supporting facilities to reduce errors and work-related stress.
2. The company is advised to offer creative programs outside of working hours to strengthen relationships among employees and between employees and the company, which can help reduce stress.
3. Evaluate and improve the compensation system to better reflect employees' contributions, and communicate it transparently to enhance employee productivity.
4. It is recommended to include other variables such as motivation, organizational commitment, or workplace well-being, and to use different research subjects to obtain more comprehensive and informative results.

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