

Igniting Productivity: How Transformational Leadership and Motivation Shape Productive Work Behavior at PT. Varindo Lombok Inti

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Abstract

Productive behavior is a crucial factor in determining organizational effectiveness, particularly in labor-intensive companies that rely heavily on human resources. This study aims to examine the effect of transformational leadership behavior and work motivation on productive behavior among employees of PT Varindo Lombok Inti. Transformational leadership is conceptualized as leadership behavior that inspires, motivates, and encourages employees to exceed performance expectations, while work motivation reflects the internal and external drives that influence employees' willingness to work productively. Productive behavior refers to employees' attitudes and actions that contribute positively to work efficiency, quality, and organizational goals. This research employs a quantitative approach using a survey method. The population of the study consists of employees of PT Varindo Lombok Inti, with samples selected using a purposive sampling technique based on predetermined criteria. Data were collected through structured questionnaires measured using a Likert scale. The data analysis was conducted using Structural Equation Modeling—Partial Least Squares (SEM-PLS) to test the measurement model and the structural model simultaneously. Prior to hypothesis testing, validity and reliability tests were performed to ensure that the research instruments met the required measurement standards. The results of the study indicate that transformational leadership behavior has a positive and significant effect on productive behavior, suggesting that leaders who demonstrate inspirational motivation, individualized consideration, and intellectual stimulation are able to enhance employees' productive behavior. In addition, work motivation is found to have a positive and significant effect on productive behavior, indicating that motivated employees tend to show higher levels of responsibility, initiative, and work effectiveness. Simultaneously, transformational leadership behavior and work motivation significantly influence productive behavior. These findings highlight the importance of strengthening leadership practices and employee motivation as strategic efforts to improve productive behavior and organizational performance.

INTRODUCTION

Human resources are a fundamental element in determining organizational success, as they function not only as factors of production but also as the main drivers of organizational processes. Employees contribute intellectual, emotional, and social capacities that distinguish human resources from other organizational assets (Sumarsono, 2003). In modern organizations, employees are required to demonstrate productive behavior characterized by efficiency, responsibility, discipline, and a strong commitment to work. Productive behavior reflects

employees' ability to utilize time, energy, and resources optimally in achieving organizational objectives. In dynamic and competitive work environments, organizations that fail to cultivate productive behavior among their workforce may experience declining performance and inefficiencies (Mangkunegara, 2017).

Productive behavior is closely related to employees' willingness to generate optimal work outcomes and continuously improve performance. Productivity is not solely reflected in output quantity, but also in work attitudes, discipline, teamwork, and effective time utilization (Naadanar, 2012). Therefore, understanding the factors that shape productive behavior is essential for organizations seeking sustainable performance improvements. In this context, leadership and motivation emerge as critical determinants influencing how employees perceive, approach, and execute their work responsibilities.

One of the most prominent leadership approaches discussed in organizational behavior literature is transformational leadership. Transformational leadership refers to a leadership style in which leaders inspire, motivate, and influence subordinates to transcend personal interests for the achievement of broader organizational goals (Bass & Riggio, 2019). Transformational leaders foster trust, loyalty, and shared values through four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Avolio et al., 2018). Through these dimensions, leaders are able to encourage creativity, provide a compelling organizational vision, serve as role models, and attend to individual employee development needs.

In addition to leadership, work motivation plays a crucial role in shaping employee behavior. Work motivation is defined as an individual's willingness to exert high levels of effort toward organizational goals, conditioned by the ability of that effort to satisfy personal needs (Robbins, 2002). Motivation serves as a driving force that encourages individuals to perform tasks enthusiastically and persistently. High levels of motivation enable employees to demonstrate initiative, responsibility, and resilience in facing work-related challenges. Motivation is also viewed as a managerial tool to enhance organizational efficiency and effectiveness (Hasibuan, 2017). Furthermore, motivation represents a behavioral driver that influences how individuals act and respond in specific work situations (Sutrisno, 2016).

Empirical studies have consistently shown that transformational leadership and work motivation positively influence employee attitudes and performance outcomes. Leaders who provide clear direction, recognition, and support tend to foster higher levels of employee engagement and productivity. Employees who feel valued and motivated are more likely to exhibit commitment, responsibility, and proactive behavior, which are essential components of productive work behavior. However, despite the extensive discussion of leadership and motivation in the

literature, many studies have focused on public institutions or large-scale organizations, leaving limited empirical evidence from private companies, particularly in the regional property and construction sector.

This gap is evident in the context of PT Varindo Lombok Inti, a property and construction company operating in Lombok, West Nusa Tenggara. The company employs a diverse workforce with varying educational backgrounds, work experiences, and personal characteristics. While initial observations indicate that the company has begun to implement transformational leadership practices—such as leadership development programs, intellectual stimulation, and individualized support—the extent to which these leadership behaviors and work motivation influence employees' productive behavior has not been empirically examined. Existing studies rarely integrate transformational leadership behavior and work motivation simultaneously in analyzing productive behavior within a regional private company context.

Therefore, this study aims to examine the influence of transformational leadership behavior and work motivation on productive behavior among employees of PT Varindo Lombok Inti. The research seeks to answer two main questions: (1) Does transformational leadership behavior significantly affect productive behavior? and (2) Does work motivation significantly influence productive behavior? The objective of this study is to analyze the partial effects of transformational leadership behavior and work motivation on productive behavior. The novelty of this research lies in its empirical focus on a regional private company and its integrated examination of leadership and motivation as determinants of productive behavior, thereby contributing both practical insights for organizational management and theoretical enrichment to the field of human resource management.

Although transformational leadership and work motivation have been widely examined as determinants of employee performance and behavior, several gaps remain in the existing literature. First, many prior studies have analyzed these variables separately, rather than examining their simultaneous influence on productive behavior. Second, empirical research on transformational leadership and work motivation has predominantly focused on public institutions or large-scale organizations, with limited attention given to private companies operating in regional contexts, particularly in the property and construction sector.

Furthermore, few studies have specifically investigated productive behavior as a distinct outcome variable, despite its critical role in determining organizational effectiveness and sustainability. In the context of PT Varindo Lombok Inti, initial observations indicate the presence of transformational leadership practices and varying levels of employee motivation; however, empirical evidence regarding how these factors jointly influence productive behavior remains

unavailable. This gap highlights the need for a focused empirical investigation that integrates transformational leadership behavior and work motivation to explain productive behavior within a regional private company setting.

METHODS

Research Design and Approach

This study adopted a quantitative research approach with an associative research design to examine the causal relationships between transformational leadership behavior, work motivation, and productive behavior among employees. A quantitative approach was selected because the study aimed to test hypotheses and measure relationships between latent variables using numerical data and statistical modeling. The associative design allowed the researcher to analyze the direct effects of transformational leadership behavior and work motivation on productive behavior within an organizational context.

The research design was considered suitable for addressing the research questions, as it enabled empirical testing of the proposed relationships based on observable indicators measured through structured instruments. The study was explanatory in nature, focusing on identifying the magnitude and significance of relationships among variables rather than merely describing phenomena.

Population and Sampling Technique

The population of this study comprised all employees of PT Varindo Lombok Inti, totaling 83 individuals distributed across several organizational units, including planning, human resources and general affairs, finance and accounting, production, and marketing departments. Given the relatively small population size, this study applied a census sampling technique, whereby all members of the population were included as respondents.

The use of a census approach ensured comprehensive representation of employee characteristics and minimized sampling bias. This sampling technique was deemed appropriate to increase the robustness of the findings and to ensure that the results accurately reflected the organizational conditions of PT Varindo Lombok Inti.

Types and Sources of Data

This study utilized quantitative data as the primary data type. Quantitative data were obtained from numerical scores derived from respondents' answers to the questionnaire items. These data were subsequently processed and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

The data sources consisted of both primary and secondary data. Primary data were

collected directly from respondents through questionnaires, capturing employees' perceptions of transformational leadership behavior, work motivation, and productive behavior. Secondary data were obtained from organizational documents, employee records, and internal reports provided by PT Varindo Lombok Inti to support and contextualize the primary data.

Data Collection Techniques and Research Instruments

Data collection was conducted using three main techniques: questionnaires, interviews, and documentation. The primary instrument was a structured questionnaire distributed to all employees. The questionnaire was designed to measure three latent variables: transformational leadership behavior, work motivation, and productive behavior.

Transformational leadership behavior was measured using indicators based on four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These indicators reflected observable leadership behaviors such as role modeling, inspirational communication, encouragement of innovation, and individual attention to employees.

Work motivation was measured through intrinsic and extrinsic motivation dimensions. Intrinsic motivation indicators included personal interest, curiosity, and satisfaction derived from work activities, while extrinsic motivation indicators included financial rewards, social recognition, and efforts to avoid punishment.

Productive behavior was measured using indicators grouped into effectiveness and efficiency dimensions. Effectiveness indicators included goal orientation, coordination, problem-solving ability, adherence to work standards, and utilization of work capabilities. Efficiency indicators covered appropriate time utilization, efficient use of resources, streamlined work processes, control of waste, and prioritization of tasks.

All questionnaire items were measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Prior to distribution, the questionnaire items were reviewed to ensure clarity and relevance to the research variables.

Interviews were conducted during the preliminary stage to gain an initial understanding of leadership practices and employee behavior within the organization. Documentation techniques were used to collect supporting data, such as organizational profiles and employee statistics, to strengthen the research context.

Research Procedures

The research procedures were conducted in a systematic and sequential manner. Initially, the researcher obtained official permission from PT Varindo Lombok Inti to conduct the study. This was followed by preliminary observations and interviews to identify relevant organizational

conditions. Subsequently, questionnaires were distributed directly to employees, accompanied by explanations regarding the purpose of the study and instructions for completion. Completed questionnaires were collected, checked for completeness, and coded for analysis.

Data Analysis Technique

Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. PLS-SEM was selected due to its ability to handle complex models with latent variables, its suitability for relatively small sample sizes, and its minimal assumptions regarding data distribution. This method was appropriate for predicting relationships between transformational leadership behavior, work motivation, and productive behavior.

The analysis consisted of two main stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

The measurement model evaluation assessed the validity and reliability of the research instruments. Convergent validity was evaluated through outer loading values, with indicators considered valid when loading values exceeded 0.50. Discriminant validity was assessed using cross-loading comparisons and average variance extracted (AVE) values to ensure that each construct was distinct from others. Reliability was evaluated using composite reliability and Cronbach's alpha, with values above 0.70 indicating acceptable reliability.

The structural model evaluation examined the relationships among latent variables by analyzing path coefficients, t-statistics, and p-values obtained through bootstrapping procedures. The coefficient of determination (R^2) was used to assess the explanatory power of the independent variables on productive behavior. Predictive relevance of the model was evaluated using the Q^2 value. Hypothesis testing was conducted at a 5% significance level, where hypotheses were supported when t-statistics exceeded 1.96 and p-values were below 0.05.

RESULTS AND DISCUSSION

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to examine the influence of transformational leadership and work motivation on productive work behavior. The analysis followed a two-stage procedure. First, the measurement model was evaluated to ensure the reliability and validity of the constructs. Second, the structural model was assessed to test the proposed hypotheses and determine the magnitude and significance of the relationships among variables.

Measurement Model Evaluation

The measurement model evaluation focused on assessing internal consistency reliability

and convergent validity of the constructs: transformational leadership, work motivation, and productive work behavior.

Internal consistency reliability was examined using Cronbach's alpha and composite reliability (CR). As presented in Table 1, Cronbach's alpha values ranged from 0.848 to 0.946, while composite reliability values ranged from 0.885 to 0.951. All values exceeded the recommended threshold of 0.70, indicating that the indicators consistently measure their respective latent constructs.

Convergent validity was assessed using the Average Variance Extracted (AVE). The AVE values for transformational leadership (0.550), work motivation (0.563), and productive work behavior (0.557) were all above the minimum acceptable value of 0.50. These results indicate that each construct explains more than half of the variance of its indicators, confirming adequate convergent validity.

Overall, the measurement model demonstrates satisfactory reliability and validity, indicating that the constructs are suitable for further structural model analysis.

Table 1. Construct Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership	0.946	0.951	0.550
Work Motivation	0.848	0.885	0.563
Productive Work Behavior	0.912	0.926	0.557

Structural Model

After confirming the adequacy of the measurement model, the structural model was evaluated to test the proposed hypotheses. The results indicate that transformational leadership has a positive and significant effect on productive work behavior. The path coefficient value ($\beta = 0.348$) with a t-statistic of 4.064 and a p-value of 0.000 indicates that transformational leadership significantly influences productive work behavior. This finding suggests that leadership behaviors characterized by inspiration, intellectual stimulation, and individualized consideration contribute to higher levels of effectiveness and efficiency in employees' work activities.

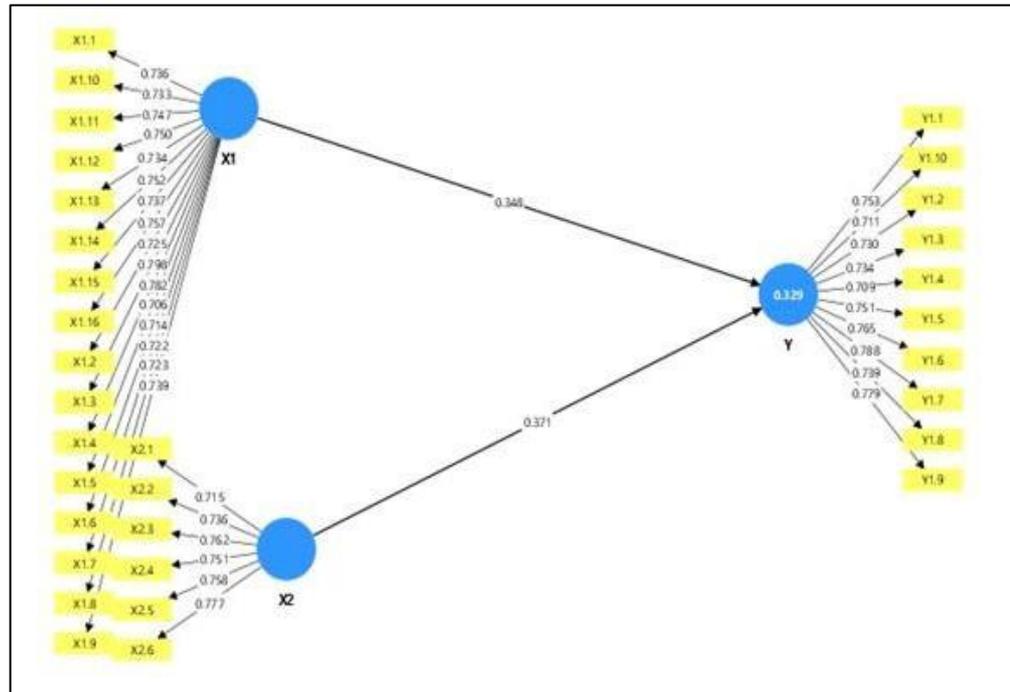


Figure 1. Structural Model of the Study

The results indicate that transformational leadership has a positive and significant effect on productive work behavior. The path coefficient from transformational leadership to productive work behavior is 0.348, with a t-statistic of 4.064 and a p-value of 0.000. This finding suggests that transformational leadership practices, such as inspirational motivation, intellectual stimulation, and individualized consideration, contribute to higher levels of effectiveness and efficiency in employees' work behavior.

Furthermore, work motivation also shows a positive and significant influence on productive work behavior. The path coefficient for work motivation is 0.371, with a t-statistic of 3.859 and a p-value of 0.000. This result indicates that employees with higher levels of motivation tend to demonstrate more productive work behavior, including better responsibility, discipline, and optimal use of organizational resources.

Hypothesis Testing Results

Hypothesis testing was conducted using the bootstrapping procedure. The results show that both proposed hypotheses are supported, as summarized in Table 2.

Table 2. Hypothesis Testing Results

Hypothesis	Structural Path	Path Coefficient (β)	t-Statistic Value	p-Statistic Value	Result
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H1	Transformational Leadership	0.348	4.064	Supported
	→ Productive Work Behavior			
H2	Work Motivation	→ 0.371	3.859	0.000Supported
	Productive Work Behavior			

Overall, the findings demonstrate that both transformational leadership and work motivation play significant roles in shaping productive work behavior among employees of PT Varindo Lombok Inti. The results confirm that improvements in leadership behavior and employee motivation are associated with higher levels of productive work behavior within the organization.

DISCUSSION

The Effect of Transformational Leadership on Productive Work Behavior

The results of this study indicate that transformational leadership has a positive and significant effect on productive work behavior among employees of PT Varindo Lombok Inti. This finding suggests that leadership behaviors characterized by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration play an important role in shaping employees' effectiveness and efficiency at work.

This result is consistent with the conceptual framework of transformational leadership proposed by Bass and Avolio (1994), which emphasizes the ability of leaders to inspire followers to exceed standard performance expectations. Leaders who demonstrate integrity, communicate a clear vision, and provide individual attention are more likely to foster positive work attitudes and behaviors. In the context of this study, such leadership behaviors appear to encourage employees to utilize their time, skills, and organizational resources more effectively, which is reflected in higher levels of productive work behavior.

The positive relationship found in this study also aligns with the notion that transformational leadership does not merely focus on task completion, but on developing employees' potential and commitment. By stimulating intellectual engagement and offering personal support, leaders create a work environment that encourages initiative, problem-solving, and responsibility. These conditions are essential for the emergence of productive behavior, particularly in organizational settings that require coordination and efficiency in daily operations. Thus, the findings support the expectation that transformational leadership contributes significantly to productive work behavior and reinforce previous empirical evidence that leadership style is a critical determinant of employee behavioral outcomes in organizational contexts.

The Effect of Work Motivation on Productive Work Behavior

The findings further reveal that work motivation has a positive and significant effect on productive work behavior. This indicates that employees with higher levels of motivation tend to exhibit better work discipline, responsibility, and optimal use of available resources.

This result is in line with the view that motivation functions as a driving force that directs individual behavior toward organizational goals. According to Hasibuan (2017), motivation is a key factor in improving organizational effectiveness by encouraging employees to work more enthusiastically and responsibly. Similarly, Sutrisno (2016) explains that motivated employees are more willing to exert effort and persist in completing their tasks, which ultimately enhances productivity.

In this study, work motivation encompasses both intrinsic and extrinsic dimensions. Intrinsic motivation, such as personal interest and satisfaction derived from work activities, encourages employees to engage more deeply in their tasks. Extrinsic motivation, including financial rewards and social recognition, reinforces desired behaviors by providing tangible and social incentives. The significant influence of motivation on productive work behavior found in this research suggests that both dimensions jointly contribute to employees' willingness to work efficiently and effectively.

Therefore, the results confirm that motivation is a crucial behavioral antecedent of productive work behavior, supporting the assumption that motivated employees are more likely to demonstrate positive and goal-oriented work behaviors.

Integrated Discussion of Transformational Leadership and Work Motivation

Taken together, the results of this study demonstrate that transformational leadership and work motivation simultaneously play important roles in shaping productive work behavior. While transformational leadership provides direction, inspiration, and psychological support, work motivation acts as an internal and external driver that sustains employees' effort and commitment.

The stronger path coefficient of work motivation compared to transformational leadership suggests that motivational factors may have a slightly more direct influence on productive work behavior in the organizational context studied. However, transformational leadership remains essential because it can enhance motivation by creating a supportive and inspiring work environment. This interaction implies that leadership and motivation should not be viewed as separate factors, but as complementary elements in fostering productive employee behavior.

Overall, the findings support existing theoretical perspectives that emphasize the

importance of leadership behavior and motivation in influencing employee outcomes. The results neither contradict nor challenge established theories, but rather strengthen empirical evidence regarding the behavioral mechanisms through which leadership and motivation affect productivity-related behavior in organizational settings.

Implications of the Findings

The discussion of the results highlights that improving productive work behavior requires attention to both leadership practices and motivational strategies. Organizations that aim to enhance employee productivity should focus on developing transformational leadership competencies while simultaneously designing motivational systems that address employees' intrinsic and extrinsic needs. These findings provide empirical support for managerial efforts to integrate leadership development and motivational enhancement as part of organizational performance improvement strategies.

CONCLUSION

This study examines the effects of transformational leadership and work motivation on productive work behavior among employees of PT Varindo Lombok Inti using a PLS-SEM approach. The findings demonstrate that both transformational leadership and work motivation have positive and significant effects on productive work behavior.

Transformational leadership is shown to play an important role in shaping productive behavior by fostering inspiration, providing a clear vision, offering individualized consideration, and encouraging creativity among employees. Leaders who apply transformational leadership practices are able to create a supportive and motivating work environment that enhances employees' effectiveness and efficiency in performing their tasks.

Work motivation also emerges as a significant determinant of productive work behavior. Employees who possess high levels of motivation—both intrinsic, such as personal interest and job satisfaction, and extrinsic, such as rewards and recognition—tend to exhibit greater discipline, responsibility, and optimal use of organizational resources. This finding confirms that motivation functions as a critical driving force that influences employees' intensity, direction, and persistence in work-related behavior.

Overall, the results indicate that the synergy between transformational leadership and work motivation contributes to the development of productive work behavior. This study enriches the empirical literature by providing evidence from the property and real estate sector, particularly within a private company context, that leadership behavior and motivation are key behavioral antecedents of employee productivity.

Despite these contributions, this study has several limitations. First, the research was conducted in a single organization, which may limit the generalizability of the findings to other organizational contexts or industries. Second, the study focuses only on two independent variables, while other factors such as organizational culture, job satisfaction, or work environment may also influence productive work behavior.

RECOMMENDATIONS

Based on the findings and limitations of this study, several recommendations are proposed. For practitioners, PT Varindo Lombok Inti is encouraged to consistently strengthen the implementation of transformational leadership by enhancing leaders' capabilities in inspirational motivation, individualized consideration, and intellectual stimulation. In addition, organizations should develop comprehensive motivation programs that address both intrinsic and extrinsic employee needs through fair reward systems, recognition, training, and career development opportunities.

For future research, it is recommended to expand the research model by incorporating additional variables that may influence productive work behavior, such as job satisfaction, organizational culture, or work environment. Further studies may also apply qualitative or mixed-method approaches to gain deeper insights into employees' perceptions and experiences regarding leadership, motivation, and productive behavior. Conducting similar studies in different organizational settings or industries would also help improve the generalizability and robustness of the findings.

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