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Analysis Of Transformational Leadership, Motivation, And Work Discipline On Employee Work Productivity Of PT Ara Shoes Indonesia Ungaran, Semarang Regency

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Abstract

This study investigates the effects of transformational leadership, work motivation, and work discipline on employee productivity at PT Ara Shoes Indonesia Ungaran. Employee productivity is considered a critical factor in improving organizational performance, particularly in manufacturing companies operating in highly competitive environments. A quantitative research design was employed using a survey method, with data collected from employees through structured questionnaires. The data were analyzed using multiple linear regression analysis to examine both individual and simultaneous effects of the independent variables on employee productivity. The findings reveal that transformational leadership does not have a significant effect on employee productivity. Similarly, work motivation is not significantly associated with employee productivity. In contrast, work discipline demonstrates a positive and statistically significant effect, indicating that employees who consistently comply with organizational rules and work procedures tend to achieve higher productivity levels. Simultaneously, transformational leadership, work motivation, and work discipline significantly influence employee productivity, with the model explaining 62.1% of the variance in the dependent variable. These findings suggest that work discipline represents the most influential determinant of employee productivity within the organization. The study contributes to the human resource management literature by emphasizing the importance of behavioral discipline in enhancing productivity and provides practical recommendations for organizations seeking to improve employee performance through effective human resource management strategies.

Keywords: Transformational leadership; Work motivation; Work discipline; Employee productivity; Manufacturing industry.

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INTRODUCTION

Employee work productivity has become a critical determinant of organizational success, particularly in manufacturing companies where production efficiency, product quality, and timely delivery directly influence competitiveness. In labor-intensive industries such as footwear manufacturing, maintaining high employee productivity is essential for achieving operational excellence and sustaining business performance. Human resource management literature emphasizes that employee productivity is strongly influenced by leadership practices, employee motivation, and work discipline. Transformational leadership encourages employees to exceed organizational expectations through inspiration, vision, and individualized support, while motivation stimulates employees to exert greater effort toward organizational goals. Likewise, work discipline reflects employees' commitment to organizational rules and operational standards, which contributes to consistent and efficient work performance (Halim, 2024; Chandrayanti & Begawati, 2025).

Despite the recognized importance of these factors, many manufacturing companies continue to experience productivity-related challenges. Variations in employee attendance, inconsistent work discipline, declining motivation, and differences in leadership effectiveness frequently reduce operational efficiency and hinder the achievement of production targets. Similar conditions are observed at PT Ara Shoes Indonesia, a footwear manufacturing company located in Ungaran, Semarang Regency, where maintaining employee productivity is essential to ensure smooth production processes and product quality. These organizational challenges indicate that improving productivity requires not only technical improvements but also effective human resource management practices that strengthen employees' commitment and work behavior (Epriliani, 2025; Rahmansyah et al., 2024).

Previous empirical studies have produced inconsistent findings regarding the relationship between transformational leadership, motivation, work discipline, and employee productivity. Several studies reported that transformational leadership significantly improves employee productivity by encouraging commitment, innovation, and stronger work engagement (Nanda & Muhaimin, 2025; Tasyia & Rahman, 2025). Likewise, work motivation has been found to positively influence employee productivity by increasing employees' willingness to perform beyond minimum job requirements (Chandrayanti & Begawati, 2025; Lutfi et al., 2025). In addition, work discipline has consistently been associated with improved productivity because disciplined employees

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are more likely to comply with organizational procedures and production schedules (Wardana et al., 2025; Halim, 2024).

However, other empirical evidence suggests that these relationships are not always consistent across organizational contexts. Recent studies indicate that transformational leadership does not necessarily produce higher employee performance when organizational conditions, communication patterns, or employee characteristics differ (Adeloktary & Sugiharti, 2025). Similar inconsistencies have also been reported for work motivation and work discipline, where their influence on employee outcomes varies depending on organizational culture, management practices, and workplace conditions (Airas et al., 2025; Dewi & Junaidi, 2025). These contradictory findings reveal an important research gap and suggest that the effects of transformational leadership, motivation, and work discipline on employee productivity require further empirical investigation, particularly within labor-intensive manufacturing industries.

From a theoretical perspective, this study is grounded in Human Resource Management and transformational leadership theory, which argue that organizational performance depends largely on employees' behavioral and psychological responses to managerial practices. Transformational leadership shapes employees' attitudes through inspiration and individualized consideration, motivation encourages greater effort toward organizational objectives, and work discipline ensures consistent adherence to organizational standards. The integration of these three factors provides a comprehensive framework for explaining employee productivity in manufacturing organizations. Nevertheless, empirical evidence examining these variables simultaneously in the Indonesian footwear manufacturing sector remains relatively limited, creating an opportunity to extend existing human resource management literature.

Based on these considerations, this study aims to examine the effects of transformational leadership, work motivation, and work discipline on employee productivity at PT Ara Shoes Indonesia, Ungaran, Semarang Regency. Specifically, the study investigates both the individual and simultaneous effects of these variables on employee productivity. The findings are expected to contribute theoretically by enriching the literature on human resource management and employee productivity, while practically providing managerial insights for manufacturing companies in designing leadership practices, motivational strategies, and disciplinary policies that enhance workforce productivity and organizational performance.

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LITERATURE REVIEW

Transformational Leadership Theory

Transformational Leadership Theory, introduced by Bass (1985) and further developed by Bass and Avolio (1994), explains that effective leaders inspire employees to exceed expected performance by fostering trust, motivation, intellectual stimulation, and individualized consideration. Unlike transactional leadership, which primarily emphasizes rewards and corrective actions, transformational leadership encourages employees to embrace organizational goals as their own and continuously improve their performance. This leadership approach creates a positive working environment where employees become more committed, innovative, and willing to contribute beyond formal job requirements. Consequently, transformational leadership has become one of the most widely adopted theoretical perspectives for explaining employee attitudes, behaviors, and organizational performance.

The theory has evolved from emphasizing charismatic leadership to focusing on leaders' ability to develop employees' intrinsic motivation, organizational commitment, and work engagement. Recent human resource management studies demonstrate that transformational leaders not only influence employees directly but also shape organizational conditions that enhance work motivation, discipline, and overall productivity (Putri et al., 2025; Airas et al., 2025). In manufacturing organizations, transformational leadership is particularly important because production performance depends heavily on employees' willingness to cooperate, comply with operational procedures, and continuously improve work quality. Therefore, transformational leadership is considered a strategic managerial approach for improving workforce productivity and organizational effectiveness.

In the context of this study, Transformational Leadership Theory provides an appropriate framework for explaining how leadership behavior influences employee productivity at PT Ara Shoes Indonesia. Transformational leaders inspire employees to achieve organizational objectives while simultaneously strengthening work motivation and encouraging discipline in daily operations. These behavioral changes ultimately contribute to higher employee productivity and improved organizational performance. Accordingly, this theory serves as the primary theoretical foundation for examining the relationships among transformational leadership, work motivation, work discipline, and employee productivity in the manufacturing sector.

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Transformational Leadership

Transformational leadership refers to a leadership style that motivates employees to achieve organizational goals beyond personal interests through inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. Leaders adopting this approach encourage employees to develop their capabilities, embrace organizational values, and actively contribute to continuous improvement. Rather than relying solely on authority or rewards, transformational leaders create a shared vision that strengthens employees' commitment and engagement. Consequently, transformational leadership has been recognized as an important determinant of employee performance and productivity across various organizational settings (Putri et al., 2025).

From the perspective of Transformational Leadership Theory, effective leadership enhances employee productivity by fostering intrinsic motivation, increasing organizational commitment, and creating a supportive work environment. Employees who perceive their leaders as inspirational and supportive are more likely to demonstrate greater initiative, responsibility, and willingness to exceed performance expectations. In manufacturing companies, transformational leadership also promotes collaboration, operational efficiency, and adherence to production standards, all of which contribute to higher levels of employee productivity (Nanda & Muhaimin, 2025; Tasyia & Rahman, 2025).

Previous empirical studies consistently demonstrate the positive contribution of transformational leadership to employee productivity. Chandrayanti and Begawati (2025) found that transformational leadership significantly improves employee productivity by encouraging greater work enthusiasm and commitment. Similarly, Wardana et al. (2025) reported that transformational leadership positively influences employee productivity through better coordination and employee engagement. Based on these theoretical arguments and empirical findings, transformational leadership is expected to positively influence employee productivity.

H1: Transformational leadership has a positive effect on employee productivity.

Work Motivation

Work motivation refers to the internal and external forces that stimulate employees to initiate, direct, and sustain work-related behavior toward achieving organizational objectives. It represents the willingness of employees to exert effort in completing assigned tasks while satisfying personal and organizational goals.

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Employees with high work motivation generally demonstrate greater enthusiasm, persistence, and commitment in performing their responsibilities. In manufacturing organizations, motivation plays an essential role in encouraging employees to maintain production quality, meet operational targets, and improve work efficiency. Consequently, work motivation has long been recognized as one of the primary determinants of employee productivity (Chandrayanti & Begawati, 2025; Halim, 2024).

From the perspective of Human Resource Management, work motivation functions as the psychological mechanism that transforms employees' abilities into productive work performance. Motivated employees tend to demonstrate greater initiative, maintain higher levels of responsibility, and willingly contribute additional effort to organizational objectives. In manufacturing companies, where production activities require consistency, teamwork, and adherence to quality standards, motivated employees are more capable of maintaining operational efficiency and minimizing production errors. Therefore, work motivation contributes not only to individual performance but also to overall organizational productivity (Airas et al., 2025; Putri et al., 2025).

Previous empirical studies consistently support the positive relationship between work motivation and employee productivity. Chandrayanti and Begawati (2025) found that work motivation significantly improves employee productivity by encouraging employees to perform beyond minimum job requirements. Similarly, Lutfi et al. (2025) reported that motivated employees exhibit higher productivity because they demonstrate stronger commitment, greater responsibility, and increased work enthusiasm. Halim (2024) also concluded that motivation is an important predictor of employee productivity in manufacturing companies. Based on these theoretical arguments and empirical findings, work motivation is expected to positively influence employee productivity.

H2: Work motivation has a positive effect on employee productivity.

Work Discipline

Work discipline refers to employees' willingness and commitment to comply with organizational rules, operational procedures, and established performance standards. It reflects employees' responsibility to perform their duties consistently while maintaining punctuality, attendance, and adherence to company regulations. High levels of work discipline contribute to orderly organizational processes, minimize operational disruptions, and improve production efficiency. In manufacturing industries, where production activities depend heavily on standardized procedures, work discipline

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becomes a critical factor in maintaining operational effectiveness and product quality (Epriliani, 2025; Wardana et al., 2025).

Within the Human Resource Management perspective, work discipline represents employees' behavioral commitment to organizational objectives through compliance with established regulations. Disciplined employees are more likely to complete tasks according to schedules, reduce production errors, and maintain consistent work quality. In manufacturing environments, effective work discipline also supports teamwork, enhances coordination among production units, and minimizes inefficiencies resulting from absenteeism or lateness. Therefore, work discipline serves as an essential organizational mechanism for improving employee productivity and achieving operational excellence (Rahmansyah et al., 2024; Syahira, 2026).

Empirical evidence demonstrates that work discipline positively contributes to employee productivity across various organizational settings. Wardana et al. (2025) reported that employees with higher work discipline consistently achieve better productivity because they comply with organizational procedures and production schedules. Likewise, Lutfi et al. (2025) found that work discipline significantly enhances employee productivity by improving work consistency and operational effectiveness. Halim (2024) further emphasized that disciplined employees contribute to higher production efficiency and organizational performance. Based on these theoretical perspectives and empirical findings, work discipline is expected to positively influence employee productivity.

H3: Work discipline has a positive effect on employee productivity.

Employee Productivity

Employee productivity refers to the ability of employees to produce optimal work outputs by efficiently utilizing available resources, including time, skills, and organizational facilities. It reflects the extent to which employees achieve organizational objectives through effective, efficient, and high-quality work performance. In manufacturing companies, employee productivity is commonly evaluated based on production output, product quality, operational efficiency, and the achievement of production targets. High employee productivity enables organizations to strengthen competitiveness, improve profitability, and sustain long-term organizational performance (Halim, 2024; Epriliani, 2025).

From the Human Resource Management perspective, employee productivity is influenced by both individual and organizational factors. Leadership practices, employee

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motivation, and work discipline collectively determine employees' willingness and ability to perform their tasks effectively. Transformational leadership creates an inspiring work environment, motivation stimulates employees to exert greater effort, and work discipline ensures that organizational procedures are consistently implemented. The interaction among these factors enables organizations to optimize employee performance and achieve sustainable productivity improvements. Therefore, employee productivity represents not only an individual outcome but also an important indicator of organizational effectiveness.

Previous studies consistently identify employee productivity as a key organizational outcome influenced by managerial and behavioral factors. Chandrayanti and Begawati (2025) demonstrated that transformational leadership and work motivation significantly improve employee productivity in manufacturing organizations. Similarly, Nanda and Muhaimin (2025) and Wardana et al. (2025) found that effective leadership and disciplined work behavior contribute substantially to higher employee productivity. These findings reinforce the importance of examining transformational leadership, work motivation, and work discipline as antecedents of employee productivity, particularly within labor-intensive manufacturing companies such as PT Ara Shoes Indonesia.

Combined Effects of Transformational Leadership, Work Motivation, and Work Discipline on Employee Productivity

Employee productivity is rarely influenced by a single organizational factor. Instead, it results from the combined interaction of leadership practices, employee motivation, and work discipline. Transformational leadership provides strategic direction and inspires employees to achieve organizational goals, work motivation encourages employees to exert greater effort in performing their responsibilities, while work discipline ensures that organizational rules and operational standards are consistently implemented. When these three factors operate simultaneously, they create a supportive work environment that enhances employee effectiveness and overall organizational productivity (Halim, 2024; Wardana et al., 2025).

Previous empirical studies suggest that the simultaneous implementation of effective leadership, strong employee motivation, and high work discipline contributes more substantially to employee productivity than any individual factor alone. Adeloktary and Sugiharti (2025) demonstrated that transformational leadership, work motivation, and work discipline collectively improve employee outcomes through complementary managerial practices. Likewise, Chandrayanti and Begawati (2025) reported that

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organizations integrating effective leadership with motivational strategies and disciplined work behavior achieve higher levels of employee productivity. These findings indicate that employee productivity is best explained through the combined influence of multiple human resource management practices rather than isolated organizational factors.

H4: Transformational leadership, work motivation, and work discipline simultaneously have a positive effect on employee productivity.

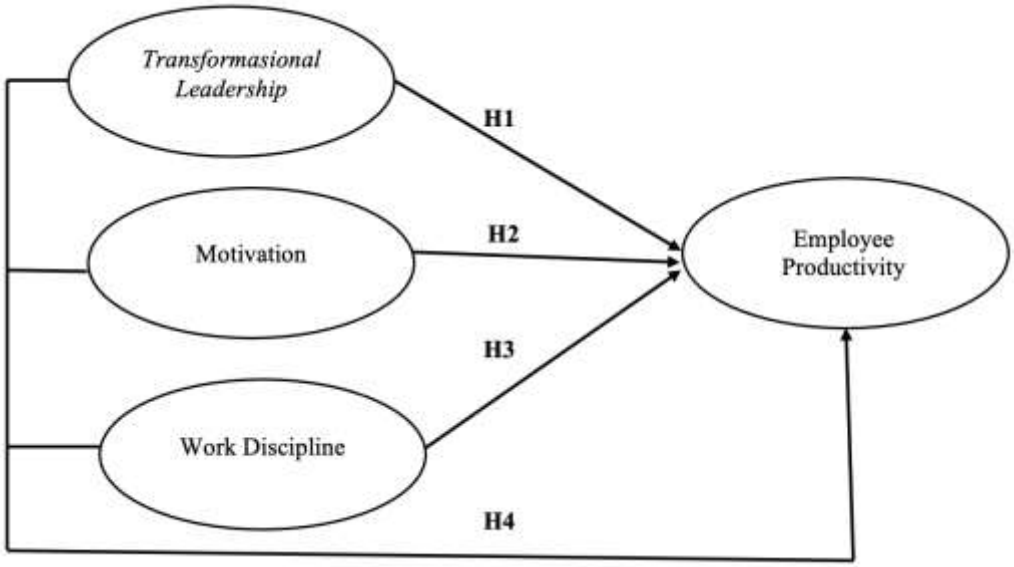


Figure 1. Research Model

METHOD

Research Design

This study employed a quantitative research approach using a cross-sectional survey design to examine the effects of transformational leadership, work motivation, and work discipline on employee productivity. The unit of analysis was individual employees working at PT Ara Shoes Indonesia, a footwear manufacturing company located in Ungaran, Semarang Regency. A quantitative approach was considered appropriate because the study aimed to examine causal relationships among variables through statistical analysis. Data were collected at a single point in time using structured questionnaires, allowing the study to capture employees' perceptions regarding leadership practices, motivation, work discipline, and productivity. This design provides an empirical basis for explaining employee productivity within the manufacturing sector.

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Population and Sample

The population consisted of all employees of PT Ara Shoes Indonesia, Ungaran, Semarang Regency. The study employed a probability sampling approach using simple random sampling to provide each employee with an equal opportunity to participate in the survey. Based on the sampling procedure described in the original study, 81 employees were selected as respondents and completed the questionnaire. The selected respondents represented employees from the company's operational workforce and therefore provided relevant information regarding transformational leadership, work motivation, work discipline, and employee productivity. The use of random sampling helps reduce sampling bias and improves the representativeness of the collected data.

Data Collection Procedure

Primary data were collected using a structured questionnaire distributed directly to employees of PT Ara Shoes Indonesia. All questionnaire items were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of two sections. The first section gathered respondents' demographic information, including gender, age, educational background, and years of service. The second section measured the four research constructs: transformational leadership, work motivation, work discipline, and employee productivity. Completed questionnaires were subsequently coded, verified, and analyzed using IBM SPSS Statistics Version 26.

Data Analysis Technique

The collected data were analyzed using IBM SPSS Statistics Version 26. Prior to hypothesis testing, the measurement instrument was evaluated through validity and reliability tests to ensure that all questionnaire items accurately measured the intended constructs. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were subsequently performed to verify the suitability of the regression model. The proposed hypotheses were then examined using multiple linear regression analysis. Individual effects of transformational leadership, work motivation, and work discipline on employee productivity were assessed using the t-test, while the simultaneous effect of the three independent variables was evaluated using the F-test. Finally, the coefficient of determination (Adjusted R^2) was used to determine the proportion of variance in employee productivity explained by the proposed model.

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RESULT AND DISCUSSION

RESULT

Instrument Validity and Reliability

Prior to hypothesis testing, the measurement instrument was evaluated using validity and reliability analyses to ensure that all questionnaire items appropriately measured the intended constructs. Item validity was assessed using Pearson's correlation analysis by comparing the corrected item correlation with the critical value of 0.216. Reliability was evaluated using Cronbach's Alpha, where values above 0.60 indicate acceptable internal consistency. These procedures confirm that the research instrument is suitable for subsequent regression analysis.

Table 1. Validity and Reliability Results

Variable	Number of Items	Pearson Correlation	Cronbach's Alpha	Result
Employee Productivity	5	0.841–0.897	0.912	Valid and Reliable
Transformational Leadership	6	0.746–0.901	0.921	Valid and Reliable
Work Motivation	7	0.518–0.864	0.859	Valid and Reliable
Work Discipline	5	0.758–0.856	0.874	Valid and Reliable

The validity analysis demonstrates that all questionnaire items have Pearson correlation coefficients exceeding the critical value of 0.216, confirming that every indicator is valid. Likewise, Cronbach's Alpha values range from 0.859 to 0.921, exceeding the recommended threshold of 0.60. These findings indicate that all constructs exhibit satisfactory internal consistency and are appropriate for further statistical analysis.

Classical Assumption Test

Before estimating the regression model, classical assumption tests were performed to verify that the data satisfied the assumptions required for multiple linear

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regression. The tests included normality, multicollinearity, and heteroscedasticity assessments. Satisfying these assumptions ensures that the estimated regression coefficients are unbiased and statistically reliable.

Table 2. Classical Assumption Test Results

Test	Indicator	Result	Interpretation
Normality	Kolmogorov–Smirnov Sig.	0.055	Normal distribution
Multicollinearity (X1)	Tolerance = 0.633; VIF = 1.579	Accepted	No multicollinearity
Multicollinearity (X2)	Tolerance = 0.322; VIF = 3.105	Accepted	No multicollinearity
Multicollinearity (X3)	Tolerance = 0.441; VIF = 2.267	Accepted	No multicollinearity
Heteroscedasticity	Scatterplot	Random distribution	No heteroscedasticity

The Kolmogorov–Smirnov test produced a significance value of 0.055, which is greater than 0.05, indicating that the residuals are normally distributed. Furthermore, all tolerance values exceed 0.10 and all Variance Inflation Factor (VIF) values are below 10, confirming the absence of multicollinearity. The scatterplot also shows a random distribution of residuals around zero, suggesting that heteroscedasticity is not present. Therefore, the regression model satisfies all classical assumptions.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effects of transformational leadership, work motivation, and work discipline on employee productivity. The regression coefficients describe the direction and magnitude of the relationship between each independent variable and the dependent variable while controlling for the remaining predictors.

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Table 3. Multiple Linear Regression Results

Variable	B	Beta
Constant	0.001	-
Transformational Leadership	0.067	0.101
Work Motivation	0.161	0.201
Work Discipline	0.672	0.597

The regression coefficients indicate positive relationships for all independent variables. Among the predictors, work discipline exhibits the largest standardized coefficient (β = 0.597), suggesting that it has the strongest contribution to employee productivity. Although transformational leadership and work motivation also show positive coefficients, their effects are considerably weaker.

Model Evaluation

The overall performance of the regression model was evaluated using the F-test and the coefficient of determination (Adjusted R^2). The F-test determines whether the independent variables jointly explain variations in employee productivity, while Adjusted R^2 measures the proportion of explained variance.

Table 4. Model Evaluation

Statistic	Value
F-value	44.622
Significance	0.000
R	0.797
R^2	0.635
Adjusted R^2	0.621

The regression model is statistically significant ($F = 44.622$; $p < 0.001$), indicating that transformational leadership, work motivation, and work discipline jointly influence employee productivity. The Adjusted R^2 value of 0.621 implies that approximately 62.1% of the variation in employee productivity is explained by the three independent variables, while the remaining 37.9% is attributable to other factors outside the proposed model.

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Hypothesis Testing

Hypothesis testing was performed using the t-test to examine the individual effects of transformational leadership, work motivation, and work discipline on employee productivity. A hypothesis was considered supported when the significance level was below 0.05.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	β	t-value	p-value	Result
H1	Transformational Leadership → Employee Productivity	0.101	1.163	0.248	Not Supported
H2	Work Motivation → Employee Productivity	0.201	1.656	0.102	Not Supported
H3	Work Discipline → Employee Productivity	0.597	5.761	0.000	Supported
H4	Transformational Leadership, Work Motivation, and Work Discipline → Employee Productivity	—	44.622 (F)	0.000	Supported

The hypothesis testing results reveal that transformational leadership does not have a significant effect on employee productivity (β = 0.101; p = 0.248), leading to the rejection of H1. Similarly, work motivation fails to demonstrate a statistically significant influence (β = 0.201; p = 0.102), resulting in the rejection of H2. In contrast, work discipline has a positive and significant effect on employee productivity (β = 0.597; t = 5.761; p < 0.001), supporting H3. Furthermore, the F-test confirms that transformational leadership, work motivation, and work discipline collectively have a significant effect on employee productivity (F = 44.622; p < 0.001), thereby supporting H4.

DISCUSSION

Effect of Transformational Leadership on Employee Productivity

The findings indicate that transformational leadership does not have a significant effect on employee productivity. The statistical results show that the significance value exceeds the accepted threshold (p > 0.05), indicating that transformational leadership is not a determining factor in improving employee productivity at PT Ara Shoes Indonesia

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Ungaran. Although transformational leaders are generally expected to inspire, motivate, and encourage employees to achieve higher levels of performance, the present findings suggest that these leadership behaviors have not translated into measurable improvements in productivity. This implies that employees' work output is likely influenced by operational factors rather than leadership style alone.

One possible explanation is that the company's production activities are highly standardized and rely on established operational procedures. In such a working environment, employees perform their duties according to predetermined production targets, work instructions, and quality standards. Consequently, productivity is more dependent on compliance with operational procedures than on inspirational leadership behaviors. Employees may complete their assigned tasks regardless of the leadership approach adopted by their supervisors because their performance is primarily guided by production systems and organizational regulations.

These findings are inconsistent with transformational leadership theory, which argues that transformational leaders enhance employee performance by increasing intrinsic motivation, commitment, and creativity. However, in the context of PT Ara Shoes Indonesia Ungaran, transformational leadership appears to have only a limited role in influencing employee productivity. This suggests that the effectiveness of transformational leadership may depend on organizational characteristics, job design, and the nature of work performed by employees.

Effect of Work Motivation on Employee Productivity

The empirical results demonstrate that work motivation does not significantly influence employee productivity. The significance value obtained from the regression analysis is greater than 0.05, indicating that employees' motivation does not directly contribute to improvements in productivity. This finding suggests that although employees may possess different levels of motivation, these differences are not sufficient to explain variations in work productivity within the organization.

The absence of a significant relationship may be explained by the characteristics of manufacturing work, where employee performance is largely determined by production schedules, standard operating procedures, and quality control mechanisms. Employees are expected to complete assigned tasks regardless of their motivational level because production targets and organizational regulations provide strong external control over work performance. Therefore, productivity is more closely associated with compliance and operational efficiency than with employees' internal motivation.

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From a theoretical perspective, work motivation has long been considered an important determinant of employee performance because motivated employees generally demonstrate greater effort, persistence, and commitment. Nevertheless, the current findings indicate that motivation alone is insufficient to improve productivity when organizational systems and work procedures dominate employee behavior. This suggests that managers should complement motivational strategies with organizational practices that directly support employee performance.

Effect of Work Discipline on Employee Productivity

The results confirm that work discipline has a positive and significant effect on employee productivity. Employees with higher levels of discipline tend to demonstrate better attendance, punctuality, compliance with organizational rules, and responsibility in completing assigned tasks. These behaviors contribute directly to higher productivity because disciplined employees are able to perform their duties more consistently and efficiently. Among all independent variables examined in this study, work discipline exhibits the strongest influence on employee productivity.

The significant relationship indicates that discipline represents an essential organizational mechanism for improving operational performance. In manufacturing environments such as PT Ara Shoes Indonesia Ungaran, productivity depends heavily on employees' ability to follow production schedules, maintain quality standards, and comply with workplace regulations. Employees who consistently adhere to organizational procedures are more likely to minimize production errors, reduce delays, and maintain stable production output. Consequently, strengthening work discipline becomes one of the most effective managerial strategies for improving organizational productivity.

These findings support organizational behavior theories which emphasize that discipline is a fundamental prerequisite for effective employee performance. The results also reinforce previous empirical studies showing that disciplined employees generally achieve higher levels of productivity than those with lower levels of discipline. Therefore, organizations seeking to improve employee productivity should prioritize policies that strengthen work discipline through consistent supervision, clear regulations, and fair enforcement of organizational rules.

Simultaneous Effect of Transformational Leadership, Work Motivation, and Work Discipline on Employee Productivity

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The simultaneous regression analysis demonstrates that transformational leadership, work motivation, and work discipline collectively have a significant effect on employee productivity. Although transformational leadership and work motivation are not statistically significant when examined individually, the overall regression model is significant, indicating that employee productivity is influenced by the combined contribution of the three independent variables. Furthermore, the coefficient of determination shows that the model explains approximately 62.1% of the variation in employee productivity, while the remaining 37.9% is attributable to other variables not included in this study.

These findings suggest that employee productivity is a multidimensional outcome influenced by various organizational and individual factors simultaneously. Work discipline emerges as the dominant contributor within the model, while transformational leadership and work motivation provide complementary influences that strengthen the overall explanatory power of the regression model. This indicates that productivity cannot be enhanced through a single managerial intervention but requires a comprehensive approach involving leadership practices, employee motivation, and behavioral discipline.

Overall, the findings emphasize that improving employee productivity requires organizations to focus primarily on strengthening work discipline while simultaneously maintaining supportive leadership practices and motivational programs. Although transformational leadership and work motivation do not directly influence productivity in this study, they may contribute indirectly by creating a positive organizational environment that supports disciplined work behavior. Consequently, an integrated human resource management strategy is more likely to produce sustainable improvements in employee productivity than relying on a single organizational factor.

CONCLUSSION

Theoretical Implications

This study contributes to the human resource management literature by examining the effects of transformational leadership, work motivation, and work discipline on employee productivity within the manufacturing sector. The findings reveal that work discipline is the only variable that significantly influences employee productivity, whereas transformational leadership and work motivation do not exhibit significant direct effects. These results suggest that, in organizations characterized by standardized operational procedures and production-oriented activities, employee

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productivity is more strongly determined by behavioral compliance and adherence to organizational rules than by leadership style or individual motivational factors. Consequently, the study provides additional empirical evidence that the effectiveness of leadership and motivational factors may depend on organizational context and job characteristics. The findings also reinforce the importance of work discipline as a critical determinant of employee productivity in labor-intensive manufacturing organizations.

Managerial Implications

The findings provide several practical implications for PT Ara Shoes Indonesia Ungaran and other manufacturing companies. Since work discipline has been identified as the strongest predictor of employee productivity, management should prioritize policies that strengthen employee discipline through consistent supervision, clear work regulations, and fair reward and punishment systems. Regular performance evaluations and recognition for disciplined employees may further encourage compliance with organizational standards. Although transformational leadership and work motivation do not significantly influence productivity individually, both variables remain important in creating a supportive organizational environment. Therefore, managers should continue to improve leadership practices and motivational programs while ensuring that these initiatives are aligned with operational requirements and employee expectations. An integrated human resource management strategy combining effective discipline, supportive leadership, and employee motivation is expected to produce sustainable improvements in organizational performance.

Limitations and Future Research

Several limitations should be acknowledged. First, this study was conducted only at PT Ara Shoes Indonesia Ungaran, limiting the generalizability of the findings to organizations with different characteristics or industries. Second, the study examines only three independent variables, whereas employee productivity may also be influenced by other factors such as compensation, work environment, organizational culture, job satisfaction, employee engagement, and training. Third, the use of self-administered questionnaires may introduce response bias because the data rely on respondents' perceptions. Finally, the coefficient of determination indicates that approximately 37.9% of the variation in employee productivity remains unexplained by the proposed model. Future research is therefore encouraged to incorporate additional explanatory variables, employ larger and more diverse samples, utilize longitudinal or

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mixed-method research designs, and apply more advanced analytical approaches such as Structural Equation Modeling (SEM) to obtain a more comprehensive understanding of the determinants of employee productivity.

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