

Research Article

The Influence of Leadership Style, Work Environment, and Work Conflict on Employee Work Productivity at Perum Perhutani Central Java Regional Division

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Abstract. This research was conducted to determine the extent to which leadership style, the work environment, and work conflict influence employee work productivity at Perum Perhutani, Central Java Regional Division. A quantitative approach using a survey method was applied, in which questionnaires were distributed to 80 permanent employees. The collected data were measured using a Likert scale and processed with IBM SPSS Statistics. The findings show that leadership style positively and significantly contributes to employee work productivity, while the work environment serves as the most influential factor in enhancing productivity. In contrast, work conflict has a negative and significant impact, despite the relatively low conflict level within the organization. The study found that the work environment has the strongest influence on employee productivity, followed by leadership style, while work conflict has the least impact. Overall, the results highlight that fostering a supportive work environment, ensuring effective leadership, and minimizing conflict are essential for maintaining consistent employee work productivity.

Keywords: Leadership Style; Work Environment; Work Conflict; Employee Work Productivity; Human Resource Management.

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1. Introduction

The increasingly dynamic development of the workforce requires every company to manage its human resources in a manner that enables employee work productivity to facilitate the attainment of its organizational objectives. To ensure that an organization's diverse resources operate efficiently and effectively, human resources must function as a central element, prompting companies to invest time and effort in developing professional personnel capable of contributing optimally (Waluya et al., 2024). Every company, both in the private sector and state-owned enterprises (BUMN), is required to continuously improve work effectiveness and efficiency through the optimization of human resources (HR). To achieve this effectiveness and efficiency, company management needs to be mindful of several internal variables that shape employee work productivity. Since the productivity level of each employee directly affects the organization's overall productivity, positive and productive contributions are required from all employees (Kunto & Sudrajat, 2020).

Amid increasingly dynamic era, employee work productivity becomes a crucial factor that organizations must pay attention to. Businesses are required to manage their human resources as effectively as possible. Some leaders pay little attention to the quality of their

employee work, tend to easily approve results without regard to standards, and often shift responsibility and show little concern for the organization's situation (Siagian & Khair, 2018). Ineffective leadership styles have the potential to reduce employee work productivity (Nurfauziah, 2024). Thus, the success of an institution depends heavily on the role and style of leadership applies.

The work environment is one of the important factors that determines employees' level of comfort and productivity in performing their duties. According to (Muhamad Ridwan, 2025) several issues can make the work environment less conducive, such as insufficient attention to workplace physical comfort, weak interpersonal relationships among employees, or limited opportunities for employee growth and development. A supportive environment will make employees feel comfortable and work harder and more productively. Conversely, an unsupportive environment risks causing dissatisfaction or pressure that negatively impacts their productivity (Yunus et al., 2025). A supportive work environment facilitates employee comfort, thereby encouraging higher productivity and work enthusiasm. However, an uncondusive work environment can cause employees to feel dissatisfied or stressed, thereby disrupting their productivity (Lupenza, 2025). Differences in views, interests, and vision between company management and employees are common in any industrial relationship, but these differences have the potential to trigger conflicts in labor dynamics (Dhulhijjahyani et al., 2020). If the level of conflict is high, this condition can disrupt working relationships and reduce employees' focus in completing their tasks. The negative impact of conflict within management can lead to a reduction in (Parama et al., 2022). Management is obligated to sustain employees' work effectiveness in the performance of their tasks when conflicts occur.

A substantial research gap has emerged due to inconsistent empirical evidence regarding the influence of leadership style and work environment on employee productivity. Study (Fransisca et al., 2024) reports that employee productivity is influenced in a positive but statistically insignificant manner by leadership style and the work environment. According to (Suryani et al., 2020), there is a significant positive relationship between leadership style and employee work productivity. While contrasting findings from Study (Saleh & Utomo, 2018) indicate that the work environment negatively affects productivity. Furthermore, work conflict-related findings also exhibit inconsistencies. Previous studies show inconsistent findings regarding employee productivity, where (Hadya, 2024) identifies a significant positive impact of work conflict, whereas (Aruperes et al., 2022) finds a positive but statistically insignificant relationship. These differing results highlight a lack of consensus in previous research and demonstrate the presence of a research gap in explaining the relationships among these variables.

The Perum Perhutani Central Java Regional Division is a Perhutani work unit that manages forests in the Central Java province. In supporting environmental sustainability, socio-cultural development, and the economic welfare of forestry communities, Perhutani holds a strategic role. Based on a preliminary survey conducted at the Perum Perhutani Central Java Regional Division, it was discovered that some employees still feel their leader provides unclear instructions for assigned tasks. The non-physical aspects of the work environment have not sufficiently facilitated employees in achieving an appropriate balance between work activities and rest periods. Furthermore, inadequate lighting conditions indicate that the physical work environment remains uncomfortable and below acceptable standards. Conflicts among employees were also identified, arising from differing perceptions, dependence on others to complete work, and disputes that result in unpleasant behavior from colleagues. Building on the inconsistencies found in prior studies and supported by evidence from the pre-survey, this research examines the impact of leadership style, work environment, and work conflict on employee work productivity at Perum Perhutani Central Java Regional Division. A high level of productivity reflects employees' ability to complete tasks effectively while making optimal use of time and (Asriyanti et al., 2024). For this reason, the researcher is motivated to conduct an in-depth analysis and discussion through a study titled "The Influence of Leadership Style, Work Environment, and Work conflict on Employee Work Productivity at Perum Perhutani Central Java Regional Division." This study aims to expand the current literature in human resource management. From a managerial standpoint, the management of Perum Perhutani's Central Java Regional Division can utilize the study's results as guidance to strengthen leadership approaches, improve workplace conditions, and minimize employee conflicts to enhance work productivity.

2. Literature Review

Leadership Style

Leadership style can be defined as the set of behaviors or strategies employed by leaders to guide, influence, and foster the development of their employees, motivate, and direct the behavior and potential of others (Pawirosumarto & Sarjana, 2017b). Within leadership practice, the way a leader interacts with their team is shaped by a specific blend of characteristics, abilities, and behaviors elements that collectively form what is known as a leadership style (Asman & Rony, 2023). As the party responsible for managing human resources, a leader needs to apply a leadership style that enables effective cooperation and minimizes potential conflicts within the work team, in order to achieve company targets (Kunto & Sudrajat, 2020). Based on (Indrawati & Sembiring, 2020) leadership is generally categorized into two forms, namely task-oriented leadership and people-oriented leadership. By focusing primarily on technical components and enforcing work procedures, task-oriented leadership often falls short in terms of motivating employees. To be a good leader, a leader must be able to choose the appropriate type of leadership style to be applied within the company (Pawirosumarto & Sarjana, 2017a). Positive relationships between leaders and employees are emphasized in people-oriented leadership, and through this style, such constructive interactions are strengthened, although there are drawbacks related to the potential weakening of actual target achievement. The Path–Goal theory describes the way leaders assist followers in achieving their objectives by adapting their leadership behaviors to situational conditions, which in turn enhances followers' confidence in attaining success. Through increased motivation, empowerment, and job satisfaction, this theory is designed to stimulate employee productivity and strengthen their contribution to organizational outcomes (Chunoo, 2025). Path–Goal Theory conceptualizes leadership as a framework in which leaders adjust behaviors and workplace conditions to help employees achieve organizational objectives more effectively. By fostering higher levels of motivation, empowerment, and job satisfaction, the theory encourages productive employee behavior and supports meaningful contributions toward organizational success (Azizah et al., 2023). This theory emphasizes the role of leaders in providing direction, support, involvement, and achievement-oriented encouragement to employees so that work objectives can be achieved effectively. A leadership style that clarifies tasks, provides support, and involves employees is believed to increase motivation and a sense of responsibility, which ultimately impact on improving employee work productivity. Therefore, an organization views leadership style as a significant factor influencing work productivity.

The organization's applied leadership style greatly influences its employees. Jobs that provide employees with substantial freedom and autonomy can encourage a sense of duty. This sense of responsibility, in turn, makes employees feel more involved in the leadership process (Kintu, 2025). According to Robert J. House in (Azizah et al., 2023) There are four theories of leadership style: Path-Goal, namely: (1) Directive leadership, where leaders provide clear instructions and guidance to employees; (2) Supportive leadership, characterized by leaders who show concern, friendliness, and foster a pleasant working atmosphere; (3) Participative leadership, which emphasizes employee involvement in decision-making processes and goal formulation; and (4) Achievement-oriented leadership, in which leaders set challenging targets while reinforcing employees' confidence in their ability to accomplish those goals. Both participative and achievement-oriented leadership place strong emphasis on employee engagement and individual competence. Leaders who practice open communication, transparency, and empowerment tend to build trust more easily and strengthen employee involvement in work activities. Employee participation in decision-making plays a crucial role in shaping a supportive workplace and promoting constructive interactions among employees (Nanjundeswaraswamy, 2021). In such conditions, employees feel appreciated and accountable for the tasks assigned to them, which ultimately contributes to higher productivity. Studies show that employees are more motivated and able to do their jobs well when their leaders give them clear instructions, help, and constructive criticism (Hans, 2018). Therefore, how effectively a leader performs their role largely determines the creation of a supportive work environment and the improvement of employee productivity across the organization.

Work Environment

Its indirect role in production does not diminish the importance of the work environment, as it directly shapes employee performance in carrying out production activities. Employee comfort, safety, and a pleasant working atmosphere are determined by the workplace conditions and surroundings that constitute the work environment (Rulianti & Nurpribadi, 2023). It encompasses interactions among coworkers, the relationship between leaders and employees, and the physical setting in which employees perform their tasks. Management must ensure that the workplace has facilities, an atmosphere, and conditions that support employee comfort and safety in performing their duties (Kusuma, 2024). In this regard, management has demonstrated sufficient and fair efforts in building a positive work environment, including by providing comfort, facilities, and recognition.

Creating a supportive and conducive work environment is considered an effective approach to sustaining high levels of employee productivity. Therefore, management has an obligation to provide adequate work facilities. Workplace conditions that ensure comfort and facilitate smooth task completion shape good productivity, even beyond technical competence (Asman & Rony, 2023). The work environment, as explained by Sedarmayanti in (Tambingon et al., 2019) is structured around two fundamental components: physical and non-physical environments. Tangible conditions surrounding and within the workplace such as lighting, room temperature or air circulation, workspace layout, décor, and available facilities constitute the physical work environment. Elements that are not directly observable, including interactions with leaders and coworkers, constitute the non-physical work environment. According to Robbins-Judge in (Silak et al., 2025) indicators of a work environment include lighting, physical workspace conditions, cleanliness and safety, coworker interactions, supportive leadership, and effective internal communication. A conducive work environment not only enhances work efficiency but also supports employees' professional growth. Under such conditions, employees feel appreciated and accountable for their responsibilities, ultimately boosting productivity. Higher productivity, stronger job satisfaction, and improved employee well-being tend to emerge when the environment is positive, while stress, reduced efficiency, and increased turnover commonly arise when the environment is negative (Lupenza, 2025). According to (Silak et al., 2025) employee work productivity tends to improve when organizations are able to establish a supportive work environment that integrates physical conditions with non-physical aspects. Organizations that successfully create a supportive work atmosphere will be more successful in motivating employees to actively participate in achieving company targets. Therefore, efforts to enhance overall productivity should prioritize the continuous improvement and maintenance of workplace conditions.

Work Conflict

Conflict is a social process in which individuals or groups oppose each other and use violence or threats to achieve their goals (Wijaya et al., 2024). Work conflict is a condition in which there is a mismatch between values and goals to be achieved, both values and goals within oneself and in relationships with others (Natalia & Sutadi, 2024). Disputes are often considered as a sign of problems within an organization, indicating that organizational rules are not being properly enforced (Adawiah et al., 2022). State of discomfort may arise when an individual is simultaneously expected to perform two or more roles, a situation that gives rise to conflict. It is a psychological condition that can create feelings of discomfort (Riana, 2021). The impact of conflict on individuals may vary based on whether it is interpreted as a shared team experience or as a personal issue at the individual level (Yousaf, 2021). According to Fitriana in (Natalia & Sutadi, 2024), the indicators of work conflict are as follows: 1. Miscommunication (Occurs when the information received is different or inconsistent with the source) 2. Differences in goals (Occurs when individuals have conflicting goals) 3. Differences in judgment or perception (Caused by inconsistencies in values, perceptions, and attitudes among members) 4. Interdependence of work activities (Conflict arises due to the dependence of employees on each other in completing tasks) 5. Affective errors (Occur when coworkers are treated poorly in terms of feelings or work environment). Elevated levels of work conflict can disrupt harmony in the workplace, ultimately reducing employee work productivity. As conflict among employees increases, productivity tends to decline. Conversely, when conflict is minimized, employee work productivity generally improves (Anggun & Diovan Wijayanti, 2023).

Employee Work Productivity

Employee productivity represents the extent to which input is transformed into optimal output through effective use of organizational resources (Saleh & Utomo, 2018). If the organization's leaders perform their duties wisely and professionally, they can achieve optimal productivity. This is because the main role of a leader is to ensure that their employees have the skills required for the job. Productivity is an important factor for staff in an organization to ensure that tasks are carried out effectively and efficiently (Indrawati & Sembiring, 2020). A company's success is largely shaped by employee work productivity, as the workforce consistently serves as a central factor in achieving organizational goals.

To achieve optimal productivity, organizations need not only wise leaders but also work systems that support employee development. To measure employee work productivity, researchers refer to the parameters defined by Sutrisno in (Ledy Nevira Anggraini et al., 2023), namely : 1. Ability 2. Improvement in outcomes 3. Work ethic 4. Self-development 5. Quality 6. Efficiency. These aspects encompass appropriate leadership styles, a supportive work environment, effective conflict management, and fair performance evaluations. A company's success is not solely dependent on its employees, but also on how well management can establish a work atmosphere that motivates each employee to perform at their highest level. The hypotheses in this research are:

H1: Leadership style has a significant and positive influence on employee work productivity at Perum Perhutani Central Java Regional Division.

The role of leadership style in human resource management (HRM) is very crucial because it determines how employees are managed, developed, and empowered within an organization. A manager is entitled to determine the type or style of leadership that is most appropriate for a particular situation, with the aim of maximizing their effectiveness as a leader (Asdar, 2018). Higher levels of employee work productivity follow improvements in leadership style, while poor leadership styles lead to reduced productivity. Research conducted by (Suryani et al., 2020) entitled " **The Influence of Motivation and Leadership Style on Work Productivity of Production Department Employees at PT Tuntex Garment Indonesia**" reveals a significant positive influence of leadership style on employee work productivity.

H2: The work environment has a significant and positive impact on employee work productivity at Perum Perhutani Central Java Regional Division.

A comfortable workplace environment significantly contributes to the effective operation of an organization. Employee enthusiasm tends to increase when the work environment is safe and comfortable; conversely, an unsafe and uncomfortable workplace can reduce work motivation and ultimately lead to a decline in productivity (Kartini & Pratama, 2023). Improved employee productivity is closely associated with a more favorable and well-managed work environment. However, if the work environment is poor, employee productivity will decrease. conducted by (Amuntai et al., 2024) titled "**The Influence of the Work Environment, Motivation, and Competence on Employee Work Productivity at PT Ajidharma Corporindo**" revealed a significant positive influence of the work environment on employee work productivity.

H3: Work conflicts have a negative and significant impact on employee work productivity at Perum Perhutani Central Java Regional Division.

Possible causes of conflict include communication barriers, differences of opinion, differences in targets, interpersonal relationship problems, or organizational structure. Conflict commonly occurs both among employees and between employees and superiors. These differences and the resulting high level of conflict can have a negative impact, leading to a decline in employee work productivity. Conflict can disrupt employee work productivity, such as hindering communication, hindering cooperation, and hindering work completion (Melani Kolu et al., 2024). As the level of work conflict increases, employee productivity tends to decrease. Conversely, when work conflict is low, employee productivity tends to be higher. Research conducted by (Istono, 2023) entitled "**The Influence of Non-Physical Work Environment, Conflict, and Turnover Intention on the Employees Work Productivity at PERUMDA BPR Majalengka**" reveals a significant negative influence of conflict on employee work productivity.

3. Proposed Method

Using a survey-based quantitative approach, this study gathered data through questionnaires administered to employees of Perum Perhutani's Central Java Regional Division over a period of approximately three months. The population consisted of 102 permanent employees, however management staff was excluded from the sample. These 80 participants voluntarily completed the questionnaire, with the requirement that they be permanent employees of the organization.

Data quality was evaluated through validity and reliability testing, after which the collected data were analyzed using IBM SPSS Statistics. The measurement scales for each variable were sourced from established literature: the leadership style scale from Robert J. House in (Azizah et al., 2023) , the work environment scale from Robbins-Judge in (Silak et al., 2025), the work conflict scale from Fitriana in (Natalia & Sutadi, 2024), and the scale for employee work productivity by Sutrisno in (Ledy Nevira Anggraini et al., 2023), employed a 1–5 Likert format, ranging from 1-5 (Very Disagree-Disagree-Agree-Very Agree-Strongly Agree) Based on these variables, the conceptual framework for this research was constructed as follows :

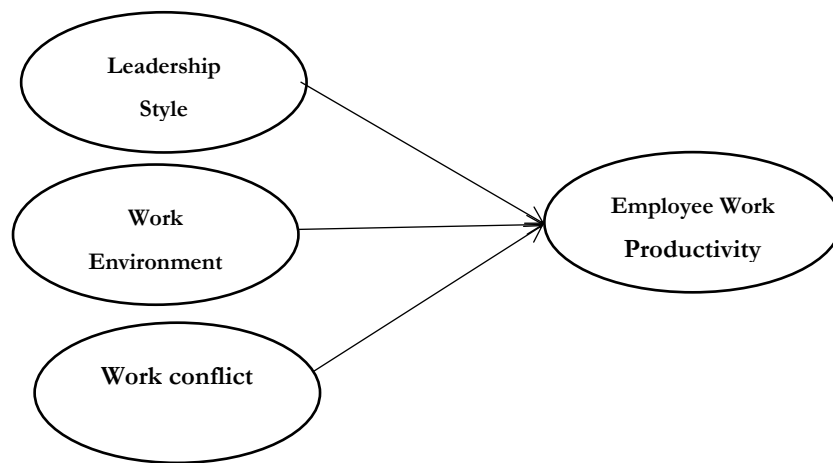


Figure 1.

4. Results and Discussion

Table 1. Respondent Characteristics.

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	20-29	23	28.7	28.7	28.7
	30-39	13	16.3	16.3	45.0
	40-49	24	30.0	30.0	75.0
	50 years and above	20	25.0	25.0	100.0
	Total	80	100.0	100.0	
Gender	Men	45	56.3	56.3	56.3
	Women	35	43.8	43.8	100.0
	Total	80	100.0	100.0	
Highest Level of Education	D3	10	12.5	12.5	12.5
	Others	5	6.3	6.3	18.8
	Bachelor's Degree	41	51.2	51.2	70.0
	Master's Degree	5	6.3	6.3	76.3
	High Schools/Vocational School	19	23.8	23.8	100.0
	Total	80	100.0	100.0	
Marital Status	Not Married	24	30.0	30.0	30.0
	Married	56	70.0	70.0	100.0
	Total	80	100.0	100.0	

Majority the respondents were in the 40–49 age group, totaling 24 people (30.0%). Next, there were 23 respondents (28.7%) aged 20–29 years, followed by 20 respondents (25.0%) aged 50 years and above, and the smallest group was those aged 30–39 years with 13 respondents (16.3%). This shows that most respondents were in the productive age group. Based on gender, male respondents dominated, numbering 45 people (56.3%), while female respondents numbered 35 people (43.8%). Male respondents constituted a slightly higher proportion compared to female respondents. The majority of participants reported holding a bachelor's degree as their highest educational attainment, numbering 41 people (51.2%). Additionally, 19 respondents (23.8%) possessed a high school or vocational school education, 10 respondents (12.5%) held a diploma, and 5 respondents (6.3%) attained a master's degree. The educational profile of respondents largely consisted of higher education qualifications. Based on marital status, most respondents were married, namely 56 people (70.0%), while 24 people (30.0%) were unmarried. This data shows that the majority of respondents were married.

Table 2. Validity Test Result.

Item	Coefficient Correlation	R Table	Explanation
Leadership Style (X1)			
My leader assigns tasks to employees and strictly directs them to follow through on discussions.	0,880	0,220	Valid
My leader is friendly, cares about employees walfare, and strives to create a comfortable and harmonious work environment.	0,830		Valid
My leader is open to employee' opinions and involves us in decision making and setting work goals.	0,858		Valid
My leader sets challenging targets and encourages me to continously improve the quality of my work.	0,804		Valid
Work Environment` (X2)			
My workspace has sufficient and comfortable lighting.	0,732	0,220	Valid
The room temperature at the workplace is comfortable for working	0,762		Valid
The work facilities I need are available and function well	0,754		Valid
My relationships with my coworkers are good and harmonious.	0,733		Valid
I feel that the leader support a balance between work and rest in this work environment.	0,778		Valid
My coworkers provide support when I face difficulties at work.	0,716		Valid
Work conflict (X3)			

I experienced conflict with my coworkers due to miscommunication, where the information received differed from the original source.	0,892		Valid
I experienced conflict because I had different goals from my coworkers.	0,939		Valid
I experienced conflict due to differences in views or perceptions with my coworkers.	0,933	0,220	Valid
My dependence on coworkers in completing tasks has led to conflict.	0,929		Valid
I experienced conflict because I was treated badly in relation to my feelings in the work environment.	0,915		Valid
Employee Work Productivity (Y)			
I feel capable of meeting my job responsibilities due to the skills and abilities I possess.	0,808		Valid
I always strive to improve the results of my work over time.	0,794		Valid
I have a high work ethic even when facing challenges.	0,813		Valid
I actively seek opportunities to develop my skills and work knowledge.	0,822	0,220	Valid
I always strive to complete my work with high-quality results and minimal errors.	0,844		Valid
I am able to complete work on time with efficient use of resources.	0,871		Valid

For 80 respondents, the r-table threshold at a 5% significance level is 0.220 (Suryawan & Salsabilla, 2022), and items with calculated correlation coefficients exceeding this value are considered valid. The leadership style variable (X1) demonstrates coefficients ranging from 0.804 to 0.880, reflecting strong correlations that confirm the consistency of the construct. The work environment variable (X2) presents coefficients between 0.716 and 0.778, illustrating adequate validity in measuring both physical and non physical of the work setting. The work conflict variable (X3) yields coefficients from 0.892 to 0.939, placing it within a very high validity range and showing strong relationships between each item and the overall construct. The Employee Work Productivity variable (Y) shows coefficients ranging from 0.794 to 0.871, indicating that its items validly measure dimensions of productivity, including ability, punctuality, motivation, and work quality. The validity test results indicate that every item across the four variables exceeds the required r-table value of 0.220, allowing them to be used in subsequent analyses.

Table 3. Reliability.

Variabel	Alpha cronbach	Keterangan
Leadership Style (X1)	0,862	Reliabel
Work Environment (X2)	0,836	Reliabel
Work conflict (X3)	0,955	Reliabel
Productivity (Y)	0,904	Reliabel

A Cronbach's Alpha value greater than 0.60 denotes that an instrument is reliable (Hapsari et al., 2020). The reliability analysis reveals that all variables exhibit strong internal consistency. The work environment variable (X3) produces an Alpha of 0.955, categorized as very high reliability, demonstrating the exceptional consistency of its items. A very high reliability level is reflected in the Productivity variable (Y), as evidenced by its Alpha score of 0.904. All four variables, with Cronbach's Alpha values exceeding 0.8, confirm their reliability and suitability for further statistical examination.

Table 4. Normality Test.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	2.15264730
Most Extreme Differences	Absolute	.081
	Positive	.061
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200^{c,d}

Normality in this study was evaluated using the Kolmogorov–Smirnov (K-S) test, where residuals are deemed to follow a normal distribution if the significance value exceeds 0.05 (Ningsih & Dukalang, 2019). With an Asymp. Sig. (2-tailed) value of 0.200, which is higher than the 0.05 significance level, the residuals in the model can be regarded as normally distributed..

Table 5. Heteroskedasticity Test.

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.663	.992		2.685
	Leadership Style	.039	.058	.096	.665
	Work Enviroment	-.049	.040	-.169	-1.222
	Work Conflict	-.035	.030	-.142	-1.196

The Glejser test was used in this research to evaluate heteroscedasticity by examining the significance values of the variables. When these values exceed the 0.05 level, the model is deemed homoscedastic (Ningsih & Dukalang, 2019). All independent variables leadership style, work environment, and work conflict recorded significance values of 0.508, 0.226, and 0.235, respectively, all of which are above the 0.05 threshold, indicating the absence of heteroscedasticity in the regression model.

Table 6. Multicollinearity Test.

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	9.185	1.819		5.051	.000		
Leadership Style	.305	.107	.253	2.852	.006	.605	1.652
Work Environment	.498	.074	.574	6.733	.000	.658	1.519
Work Conflict	-.122	.054	-.163	-2.237	.028	.901	1.109

Multicollinearity is evaluated through the Tolerance and Variance Inflation Factor (VIF) measures. A model is deemed free of multicollinearity when Tolerance values are ≥ 0.10 and VIF values are ≤ 10 ; values outside these thresholds reflect multicollinearity issues (Ningsih & Dukalang, 2019). The multicollinearity test indicates that the leadership style variable has a Tolerance value of 0.605 with a VIF of 1.652, while the work environment variable shows a Tolerance of 0.658 and a VIF of 1.519. Meanwhile, the work conflict variable reports the highest Tolerance value at 0.901 and the lowest VIF at 1.109. Since all Tolerance values are above the required limit and all VIF values fall well below the critical threshold, the regression model is free from multicollinearity issues.

Table 7. Multiple Linear Regression.

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	9.185	1.819		5.051	.000	
Leadership Style	.305	.107	.253	2.852	.006	
Work Environment	.498	.074	.574	6.733	.000	
Work Conflict	-.122	.054	-.163	-2.237	.028	

Based on the outcomes of the multiple linear regression analysis, the regression equation can be formulated as follows (Ningsih & Dukalang, 2019):

$$Y = 9.185 + 0.305X_1 + 0.498X_2 - 0.122X_3$$

Using the above regression equation, the effect of each X variable on Y can be analyzed, namely:

- 1) A constant coefficient of (9.185) indicates that employee work productivity (Y) is predicted to be (9.185) when leadership style, work environment, and work conflict are held at zero or assumed to be constant.
- 2) A positive regression coefficient of (0.305) for X₁ suggests that employee work productivity is expected to increase by (0.305) units for every one-unit improvement in leadership style, assuming other variables are held constant.
- 3) The regression coefficient for X₂ (0.498) shows that a one-unit improvement in the work environment will increase the predicted employee work productivity by 0.498, with all other variables held constant. This positive coefficient also signifies a direct effect.

- 4) The regression coefficient for X3 (-0.122) suggests that a one-unit increase in work conflict will reduce the estimated employee work productivity by 0.122, assuming no change in the other variables. The negative value indicates an inverse relationship.

Table 8. Partial Test Results (T).

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	9.185	1.819		5.051
	Leadership Style	.305	.107	.253	2.852
	Work Environment	.498	.074	.574	6.733
	Work Conflict	-.122	.054	-.163	2.237

Hypothesis testing is conducted by comparing the calculated t-statistic with the critical t-value at a 5% (0.05) significance level. A hypothesis is considered supported when the t-statistic is greater than the critical value or falls below its negative counterpart (Ningsih & Dukalang, 2019).

For the leadership style variable, the t-value is 2.852 with a Sig. (1-tailed) of $0.006/2 = 0.003 < 0.05$. This confirms that the hypothesis stating that leadership style has a significant positive influence on employee work productivity is accepted. In other words, better leadership practices lead to higher employee work productivity.

For the work environment variable, the t-value is 6.733 with a Sig. (1-tailed) of $0.000/2 = 0.000 < 0.05$, indicating that the hypothesis proposing a significant positive effect of the work environment on employee work productivity is supported. This means that improvements in the work environment correspond to increases in productivity.

For the work conflict variable, the t-value is -2.273 with a Sig. (1-tailed) of $0.028/2 = 0.014 < 0.05$. Thus, the hypothesis stating that work conflict significantly and negatively affects employee work productivity is accepted. Higher levels of work conflict are shown to reduce productivity.

Table 9. F Test Results.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	641.810	3	213.937	44.415	.000 ^b
Residual	366.077	76	4.817		
Total	1007.887	79			

The F-test reveals an F value of 44.415 with a significance threshold of $0.000 < 0.05$ (Ningsih & Dukalang, 2019), indicating that leadership style, work environment, and work conflict collectively have a statistically significant effect on the dependent variable (Y).

Table 10. Determination Coefficient Test Results (R²).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 ^a	.637	.622	2.195

The coefficient of determination (R^2) measures how much variation in the dependent variable can be accounted for by the independent variables included in the model. The extent to which variations in the dependent variable are explained by the independent variables in the model is measured through the coefficient of determination (Ningsih & Dukalang, 2019). Its value falls between 0 and 1, where values nearing 1 suggest strong predictive ability and those near 0 indicate weak explanatory power. An R^2 value of 0.637 was obtained, showing that 63.7% of the variation in employee work productivity is explained by the independent variables leadership style, work environment, and work conflict. The remaining 36.3% of variation is influenced by external factors not included in the model. External factors not included in the model influence the remaining 36.3% of variation.

5. Discussion

The Influence of Leadership Style on Employee Work Productivity

According to the results, leadership style positively and significantly affects employee work productivity, as reflected in a t-value of 2.852 and a significance level of $0.003 < 0.05$. With a regression coefficient of 0.305, the findings show that better leadership style are associated with higher work productivity. In other words, employees tend to demonstrate higher levels of productivity when they adopt effective leadership practices. Employee work productivity tends to increase as leadership quality improves. Conversely, the poorer the leadership style, the lower employee work productivity will be. This finding aligns with earlier research demonstrating a positive and significant association between leadership style and employee work productivity (Suryani et al., 2020).

Overall, directive, participative, supportive, and achievement-oriented leadership styles have been implemented effectively and have contributed to improving employee work productivity at Perum Perhutani Central Java Regional Division. In particular, directive leadership helps employees complete their tasks more efficiently due to the presence of clear guidance and direction. Participative leadership is also important to implement, this has been stated by (Nanjundeswaraswamy, 2021) who notes that employee involvement in decision-making contributes to a more productive work environment and fosters stronger relationships among colleagues. (Khanh & Pham, 2025) emphasizes that participative leadership plays a crucial role in promoting innovation, enabling employees to contribute their unique perspectives, and creating socio-emotional support that enhances employees' sense of recognition and value. Supportive leadership is also important, it supported by (Ludwikowska, 2023) to ensure employees can realize their full potential and reach both personal and organizational goals, organizations need to strengthen HR policies that place employees at the center and cultivate a motivating and inspiring environment led by supportive leader. Achievement-oriented leadership also plays an important role in increasing employees' confidence in their ability to accomplish assigned tasks. Based on these insights, the author recommends, the management of Perum Perhutani Central Java Regional Division is encouraged to maintain the leadership practices that have been applied so far, as they have proven effective in supporting optimal employee work productivity.

The Influence of Work Environment Style on Employee Work Productivity

A t-value of 6.733 accompanied by a significance level of $0.000 < 0.05$ confirms that the work environment variable exerts a substantial and positive impact on employee work productivity. With a regression coefficient of 0.498, the findings show that better work environment conditions are associated with higher productivity. These results indicate that a better and more conducive work environment leads to higher employee work productivity. Conversely, a poor and unconducive work environment will result in decreased employee work productivity. Previous studies have also demonstrated that the work environment is positively and significantly associated with employee productivity (Amuntai et al., 2024). Furthermore, the results support the assertions of (Silak et al., 2025) the results indicate that productivity improvements are driven by conditions related to both the physical and non-physical work environment. With a conducive physical and non-physical work environment, employees can work effectively and feel comfortable, which helps improve productivity. However, an unfavorable work environment can disrupt employees' work and lead to decreased productivity. The argument is further supported by (Lupenza, 2025) who explains that a conducive work environment enhances productivity, job satisfaction, and employee well-being, while an unfavorable one increases stress, reduces efficiency, and contributes to higher turnover rates. In the context of this research, Perum Perhutani's Central Java Regional Division has successfully established a work environment that adequately supports employee activities. Management should keep the non-physical parts of the work environment in good shape to make sure it stays conducive. The author also recommends to maintain and further enhance employee work productivity at an optimal level, the management of Perum Perhutani Central Java Regional Division is advised to prioritize maintaining and improving both the physical and non-physical work environment.

The Influence of Work conflict on Employee Work Productivity

The regression analysis shows that Work conflict has a negative and significant effect on employee work productivity, evidenced by a t-value of -2.273 and a significance level of $0.014 < 0.05$. The regression coefficient of -0.122 indicates that reducing work conflict contributes to increased employee work productivity. The higher the level of work conflict, the lower employee work productivity. Conversely, the lower the level of work conflict, the higher employee work productivity. This result is consistent with (Istono, 2023) which reports that conflict negatively and significantly impacts productivity. High levels of work conflict, such as disagreements with colleagues, make employees less focused on their tasks. This can interfere with their work and reduce productivity. Conversely, when conflict is low, employees can work more harmoniously, which can increase productivity. It is further supported by (Anggun & Diovany Wijayanti, 2023) which states that as work conflict among employees increases, productivity declines, and conversely, when conflict decreases, productivity improves. Although this study found that the level of conflict within Perum Perhutani's Central Java Regional Division is relatively low, the author recommends management is also expected to anticipate potential workplace conflicts and manage existing conflicts carefully, so that conflict levels do not escalate and negatively affect employee work productivity.

6. Conclusions

The findings show that the work environment at Perum Perhutani's Central Java Regional Division has the greatest influence on employee work productivity, because the physical and non-physical work environment that employees experience on a daily basis has a greater influence on their ability to complete their tasks. Meanwhile, leadership style also has an influence, but at a lower level than the work environment. Leadership style ranks second and its influence is not as strong as the work environment. Work conflict has the least impact on work productivity because some employees experience work conflict but are still able to be productive. This indicates that employees respond more sensitively to the work conditions they face every day than to leadership style or work conflict. Factors within the work environment that compromise employee well-being, such as job insecurity need to be identified by managerial personnel (Losada-et al., 2020). Thus, management is required to focus not only on improving leadership quality but also on fostering a work environment that is supportive and conducive and maintaining work conflict at a low level to maintaining and increasing employee productivity. By examining the work environment, leadership style, and work conflict, this study enhances comprehension of their substantial influence on employee work productivity within Perum Perhutani's Central Java Regional Division. To assess whether the influence of these three variables differs in other sectors or industries, further research is recommended to conduct studies in organizations with different characteristics, such as banking, technology, or the service sector. A deeper understanding of employee work productivity can also be obtained by including additional variables, such as work motivation, job satisfaction, or conflict management, to see the interaction of factors that comprehensively affect employee work productivity.

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