

Leadership and Teamwork Influence Employee Work Productivity at CV. Berkah Jaya Sentosa

Risdatul Qolbiyah¹, Syahrums Agung², Hurriyaturrohman³.

Faculty of Economics and Business, Ibn Khaldun University Bogor.

Management Study Program: Jl. KH. Sholeh Iskandar, Kedung Badak, Bogor City, West Java 16165, Indonesia.

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Abstract

This study aims to identify and analyze the influence of leadership and teamwork on employee work productivity at CV. Berkah Jaya Sentosa. Work productivity is an important aspect in supporting the achievement of company goals, especially in the garment industry which relies on the effectiveness and efficiency of human resource performance. The research method used is a quantitative approach with a descriptive and associative research design. Data were obtained by distributing questionnaires to employees as research respondents and analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, partial tests (t), simultaneous tests (F), and coefficients of determination. The results of the analysis indicate that the leadership variable has a positive and significant influence on employee work productivity. In addition, teamwork has also been shown to have a positive and significant influence on work productivity. Together, these two variables contribute significantly to increasing employee work productivity. The findings of this study indicate that the implementation of effective leadership and strengthening collaboration between team members can be an important strategy in improving organizational performance and productivity.

Author Correspondence:

Risdatul Qolbiyah, Syahrums Agung, Hurriyaturrohman.

risdatulqolby@gmail.com,



Introduction

Human resources (HR) play a crucial role in supporting organizational success. HR is more than just a tool for carrying out daily routines; it is a key determinant in achieving effective and efficient work, enabling the company's vision and mission to be optimally achieved. Of the many data sources managed within a company, one of them is human resources. Human resources are a key aspect for a company and must be managed optimally. Poor human resource management will impact productivity and the company's bottom line. According to Mileniari & Ikhwan (2022) in Aprilistyan et al., (2022) human resources (HR) have a crucial relationship with a company's strategic role in achieving optimal productivity. Therefore, proper management is necessary to prevent them from becoming an obstacle to achieving company goals. Therefore, companies need to pay attention to various factors that can influence productivity.

Productivity is an important indicator of a company's success in managing human resources and reflects the employee's ability to maximize output, both in terms of quality and

quantity, in line with company-set targets. According to Hasibuan in Ahmad & Muhammad (2026) work productivity can be defined as a person's ability to produce goods or services by utilizing available resources effectively and efficiently according to established organizational standards. According to Edy Sutrisno (2020), productivity is a measure of the level of efficiency in the production process, namely the comparison between the results obtained and the resources used. Therefore, leadership and teamwork are among the factors influencing productivity.

Hurriyaturohman (2016) explains that leadership style has a significant impact on the work environment. This work environment can subsequently influence employee motivation and enthusiasm. Each leader has a unique approach, essentially demonstrating that certain conditions require a specific leadership style, while other situations require a different variation.

According to (Sitantjak, 2016) Leadership is a leader's style that respects the potential and character of each member of the organization, and uses the authority of his position and personal influence to encourage and motivate them in achieving organizational goals.

According to Hasibuan in (Masim Supriyadi, Syahrums Agung, Muhammad Aziz Firdaus, 2020) leadership is a way for someone to lead and influence the behavior of his subordinates so that they are willing to work together and increase work productivity in order to achieve organizational goals.

Productivity is influenced not only by leadership but also by the role of teamwork. According to (Rahayu et al., 2022), teamwork is a form of collaboration between groups working together to complete a task. This process is carried out by optimizing the abilities and potential of each member to achieve maximum performance and achieve common goals. Another opinion states that teamwork is a joint activity that can produce optimal performance. This occurs because the collaboration that is built is supported by good communication and solid relationships, thus creating a comfortable work environment. Khoirul Ulum et al., 2018 in (Ranti & Eka, 2023).

According to Aggraeni & Saragih (2019) in Dini et al. (2024) teamwork is a group of people who have the ability to complete a task together by directing each achievement to achieve better results. Achievements that have been achieved can make team members more enthusiastic in achieving subsequent goals.

Previous research by Syafriza et al. (2022) which examined the impact of leadership on employee productivity, showed a positive correlation between the two. However, the results of the hypothesis testing showed that this effect was not statistically significant. In other words, although improvements in leadership quality tend to be followed by increases in work productivity, the relationship is not strong enough to prove a significant effect.

Referring to a previous study examining the relationship between teamwork and employee productivity by Fadilah Rahma et al. (2022) it was found that partially, teamwork had no significant effect on productivity. However, when tested simultaneously, teamwork demonstrated a positive and significant effect on employee productivity at PT Bosowa Propertindo Makassar.

A company engaged in the garment sector, where production activities are highly dependent on employee performance and synergy in each section, starting from the raw material cutting process, sewing to the finishing stage. The company is required to be able to produce products within the time specified by the vendor and also approved by the management. This company is a company that collaborates with product brands from pants to uniform jackets, therefore, CV. Berkah Jaya Sentosa is a service company that fulfills client (vendor) desires. However, in its implementation, several problems are still encountered related to employee work productivity, such as differences in performance levels, less than optimal work coordination, and the less than optimal implementation of leadership and teamwork. Based on interviews with the owner of CV. Berkah Jaya Sentosa, a number of obstacles were found that still occur among employees and can impact work productivity. One problem that often arises is the sudden absence of employees without prior notification to management, which can disrupt the smooth flow of production activities. This condition causes several work stages to not run as they should, hampering other production sections and reducing daily output.

The purpose of this study is to determine the influence of leadership and teamwork on employee work productivity at CV. Berkah Jaya Sentosa.

Research Method

This study employed quantitative methods using primary data (directly from original sources) and secondary data (from journals and previous research). Data collection was conducted using a Likert-scale questionnaire (1-5).

The population in this study involved all 70 employees at CV. Berkah Jaya Sentosa, with saturated sampling used, meaning the entire population was taken.

Data analysis techniques used included classical assumption tests (normality, multicollinearity, and heteroscedasticity tests), correlation analysis, regression analysis, partial and simultaneous hypothesis testing, and the coefficient of determination (r^2) to determine the magnitude of the influence between the independent variables and the dependent variable.

Results and Discussion

Results

This research focused on CV. Berkah Jaya Sentosa, and began in April. Data collection was conducted using a questionnaire distributed directly using a questionnaire sheet. After all responses were collected, the qualitative data was then processed into quantitative data for statistical analysis.

1. Instrument Test

According to Sugiyono (2019) in Wisamsur et al. (2024), validity testing is the process of measuring the extent to which a measurement instrument is able to accurately measure the variable to be measured.

According to Sugiyono (2019), reliability testing is a statistical technique used to measure the level of stability or accuracy of a measurement instrument in measuring the same variable at different times or in different samples.

Table 1 Leadership Validity Test (X1)

Variabel	Pertanyaan	r hitung	r tabel	Keterangan
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(X1)	X1.1	0,416	0,361	Valid
	X1.2	0,558		Valid
	X1.3	0,641		Valid
	X1.4	0,670		Valid
	X1.5	0,750		Valid
	X1.6	0,885		Valid
	X1.7	0,828		Valid
	X1.8	0,620		Valid
	X1.9	0,700		Valid
	X1.10	0,724		Valid
	X1.11	0,729		Valid
	X1.12	0,492		Valid
	X1.13	0,598		Valid
	X1.14	0,677		Valid
	X1.15	0,515		Valid
	X1.16	0,498		Valid
	X1.17	0,645		Valid
	X1.18	0,647		Valid

Source: Data Processing, 2026

Based on the items in the leadership table (X1), it can be concluded that of the 18 items, the statements have been declared valid because the calculated $r >$ table r .

Table 2 Teamwork Validity Test (X2)

Variabel	Pertanyaan	r hitung	r tabel	keterangan
(X2)	X2.1	0,666	0,361	Valid
	X2.2	0,812		Valid
	X2.3	0,824		Valid
	X2.4	0,725		Valid
	X2.5	0,740		Valid
	X2.6	0,886		Valid
	X2.7	0,813		Valid
	X2.8	0,667		Valid
	X2.9	0,808		Valid

Source: Data Processing, 2026

Based on the items in the teamwork table (X2), it can be concluded that of the 9 statement items, they have been declared valid because the calculated $r >$ table r .

Table 3 Productivity Validity Test (Y)

Variabel	Pertanyaan	r hitung	r tabel	Keterangan
	Y.1	0,712		Valid
	Y.2	0,754		Valid
	Y.3	0,571		Valid
	Y.4	0,629		Valid

(Y)	Y.5	0,687	0,361	Valid
	Y.6	0,689		Valid
	Y.7	0,790		Valid
	Y.8	0,554		Valid
	Y.9	0,643		Valid
	Y.10	0,629		Valid
	Y.11	0,550		Valid
	Y.12	0,700		Valid
	Y.13	0,630		Valid
	Y.14	0,621		Valid
	Y.15	0,535		Valid

Source: Data Processing, 2026

Based on the items in the productivity table (Y), it can be concluded that of the 15 items, the statements have been declared valid because the calculated $r > \text{table } r$.

Table 4 Reliability Test

Variabel	Cronbach's Alpha	Keterangan
Kepemimpinan (X1)	0,914	Reliabel
Kerjasama Tim (X2)	0,915	Reliabel
Produktivitas (Y)	0,898	Reliabel

Source: Data Processing, 2026

Based on the reliability test, the Cronbach's Alpha value was > 0.60 . Therefore, it can be concluded that the variables in this study are reliable.

2. Test Classical Assumptions

Table 5 Normality Test

<i>One-Sampel Kolmogorov-Smirnov Test</i>		
		Ustandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,69121615
Most Extreme Differences	Absolute	,081
	Positive	,081
	Negative	-,069
Test Statistic		,081
Asymp. Sig (2-tailed) ^c		,200 ^{c,d}

Source: Data Processing 2026

The table above shows an Asymp.Sig value of $0.200 > 0.05$. Therefore, it can be concluded that the data is normally distributed.

Table 6 Multicollinearity Test

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Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
Model		B	Std. error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	27,124	5,067		5,353	,000		
	Kepemimpinan	,231	,076	,336	3,020	,004	,749	1,335
	Kerjasama Tim	,429	,134	,358	3,189	,002	,749	1,335

Source: Data Processing, 2026

Based on the table above, it shows that the leadership and teamwork variables have a tolerance value of $0.749 > 0.10$ and a VIF value of $1.335 < 10$. So it can be concluded that there is no multicollinearity between the independent variables.

Table 7 Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3,214	3,180		1,011	,316
	X1	,013	,048	,038	,267	,790
	X2	-,037	,084	-,061	-,434	,666

Sumber: Hasil Olah Data SPSS versi 26, 2026

Based on the results of the heteroscedasticity test, the significance value (X1) is $0.790 > 0.05$ and the sig value (X2) is $0.666 > 0.05$. Therefore, it can be concluded that the regression model in this study does not experience heteroscedasticity.

3. t- Test and f- Test

Table 8 t- Test (Partial)

Coefficients ^a	
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Model	Ustandardized Coefficienst		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	27,124	5,067		5,353	,000
X1	,231	,076	,339	3,020	,004
X2	,429	,134	,358	3,189	,002

Source: Data Processing, 2026

The partial test results for the Leadership variable (X1) yielded a calculated t-value of 3.020 > t-value of 1.996, with a significance value of 0.004 < 0.05. Therefore, it is concluded that the leadership variable has a positive and significant partial effect on productivity (Y).

The partial test results for the Teamwork variable (X2) yielded a calculated t-value of 3.189 > t-value of 1.996, with a significance value of 0.002 < 0.05. Therefore, it is concluded that the teamwork variable has a positive and significant partial effect on productivity (Y).

Table 9 f- Test (Simultaneous)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	541,813	2	270,906	19,307	,000 ^b
	Residual	940,130	67	14,032		
	Total	1481,943	69			

a. Dependent Variabel: Y

b. Predictors: (Constant), X2, X1

Source: Data Processing, 2026

Based on the table above, it can be concluded that there is a simultaneous positive and significant influence. This can be seen from the sig value of 0.000 < 0.05 with an f table of 19.307 > f table of 3.13.

4. Coefficient of Determination Test

Table 10 r Square Test (Simultaneous)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,605 ^a	,366	,347	3,74590

a. Predictors: (Constant), X2, X1

Source: Data Processing, 2026

From the coefficient of determination test, the variables of leadership and teamwork simultaneously influence productivity by 36.6%, while the rest is influenced by other variables.

5. Multiple Linear Regression Test

Table 11 Multiple Linear Regression Test

Coefficients ^a					
Model	Ustandardized Coefficientst	Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta		
1 (Constant)	27,124	5,067		5,353	,000
X1	,231	,076	,339	3,020	,004
X2	,429	,134	,358	3,189	,002

a. Dependen Variabel: Y

Source: Data Processing, 2026

It can be seen from the table above that a multiple linear regression equation model has been obtained with the following results:

$$Y = 27,124 + 0,231X1 + 0,429X2 + e$$

1. The constant value of 27.124 shows that if the leadership and teamwork variables have a value of 0, then productivity has a value of 27.124.
2. The leadership regression coefficient is 0.231, indicating thaht the leadership variable has a positive influence on productivity.
3. The teamwork regression coefficient is 0.429, indicating that the teamwork variable has a positive influence on productivity.

Discussion

1. The influence of leadership on productivity

The result of the study indicate that leadership has a positive and significant impact on productivity at CV. Berkah Jaya Sentosa. This demonstrates that good leadership is able to provide direction, motivation, and supervision, enabling employees to work more optimally to achieve production targets.

This finding aligns with Hasibuan's theory, which states that leadership is the ability of a leader to influence subordinates to increase work productivity.

This research also supports previous research by Sabrina Gistmai et al. (2025), which found that leadership influences employee productivity.

2. The effect of teamwork on productivity

The research result show that teamwork has a positive and significant impact on produktivity at CV. Berkah Jaya Sentosa. Good teamwork can improve coordination, communication, and the smoothness of the production process, allowing work to be completed effectively.

These results align with the theory of Ibrahim et al. (2021), which states that teamwork is a form of collaboration that can improve group performance in achieving organizational goals. This study also demonstrates that the garment production process requires significant coordination between departments to achieve production targets.

3. The influence of leadership and teamwork on productivity

The result of this study indicate that leadership and teamwork simultaneously have a positive and significant impact on producticity at CV. Berkah Jaya Sentosa. Good leadership can direct and motivate employees and teamwork helps create effective work coordination. This finding aligns with research by Sabrina Gistami et al. (2025), who stated thaht leadership have a positive impact on productivity. The novelty of this study is evident in the fact that the research was conducted at a garment company with a vendor-based production system that demands quality and on time production.

Conclusions and Suggestions

Conclusion

This study shows that leadership and teamwork, both partially and simultaneously, have a positive and significant effect. This finding is reinforced by the theory of leadership behavior and the concept of teamwork in achieving organizational goals. Practical implications: Companies are advised to strengthen leadership quality through more effective communication, decision-making, and motivation, as well as improving teamwork through coordination and involvement of all employees. The limitations of this study lie in the limited variables and research objects, so further development is needed by adding other variables such as motivation, work discipline, or the work environment.

Suggestion

Based on the research findings, companies are advised to continue improving leadership quality by strengthening communication, decision-making skills, and providing more effective employee motivation. Furthermore, companies are advised to strengthen teamwork by improving coordination, trust, and the involvement of all employees in the work process.

Recommendations for further research include expanding the research object and adding other variables that can influence work productivity, such as work motivation, work discipline, or the work environment, to provide more in-depth research results.

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