

**PENGARUH GAYA KEPEMIMPINAN, MOTIVASI DAN LINGKUNGAN  
KERJA TERHADAP PRODUKTIVITAS KINERJA KARYAWAN UKM  
PADA PT LITERINDO DI KABUPATEN MALANG**

Meriana Malo<sup>(1)</sup>, Cakti Indra Gunawan, SE.,MM.,Ph.D,<sup>(2)</sup>, Noviana Yaniar, S.Si,MM<sup>(3)</sup>

Ekonomi, Universitas Tribhuwana Tunggaladewi Malang 2026

Email: [merianamalo01@gmail.com](mailto:merianamalo01@gmail.com)

---

---

**ABSTRAK**

Tujuan penelitian ini untuk mengetahui pengaruh gaya kepemimpinan, motivasi dan lingkungan kerja terhadap produktivitas kinerja karyawan UKM pada PT Literindo di Kabupaten Malang, baik secara parsial maupun simultan. Jenis penelitian kuantitatif. Populasi penelitian ini yaitu semua pegawai perusahaan di PT Literindo di Kabupaten Malang sebanyak 30 orang, dan teknik penentuan sampel menggunakan total sampling. Instrumen menggunakan kuesioner. Analisis data menggunakan regresi linier berganda. Pengujian hipotesis menggunakan uji t (parsial) dan uji F (simultan). Hasil regresi linier berganda diperoleh ketiga variabel bebas memiliki nilai koefisien regresi positif, dan nilai koefisien determinasi *R Square* sebesar 0,949 (kontribusi pengaruh variabel bebas terhadap variabel terikat sebesar 94,9%). Hasil pengujian hipotesis uji t (parsial) didapatkan ketiga variabel bebas memiliki nilai  $t_{hitung} > t_{tabel}$  dengan signifikan  $< 0,05$  dan hasil pengujian hipotesis F (simultan) didapatkan nilai  $F_{hitung} > F_{tabel}$  dengan nilai signifikan  $< 0,05$ . Sehingga disimpulkan bahwa gaya kepemimpinan, motivasi dan lingkungan kerja berpengaruh signifikan terhadap produktivitas kinerja karyawan UKM pada PT Literindo di Kabupaten Malang, baik secara parsial maupun simultan. Pimpinan/manajemen PT Literindo disarankan untuk mengintegrasikan kebijakan yang menyangkut ketiga variabel tersebut, guna mencapai hasil produktivitas yang maksimal. Sinergi antara kepemimpinan yang kuat, motivasi tinggi, dan lingkungan kerja yang kondusif merupakan kunci utama dalam mempertahankan keunggulan kompetitif serta pertumbuhan bisnis jangka panjang.

**Kata Kunci:** Gaya Kepemimpinan, Motivasi, Lingkungan Kerja, Produktivitas Kinerja Karyawan.

**THE EFFECT OF LEADERSHIP STYLE, MOTIVATION, AND WORK  
ENVIRONMENT ON EMPLOYEE PERFORMANCE PRODUCTIVITY  
SMALL AND MEDIUM ENTERPRISES (SMEs) AT PT LITERINDO IN  
MALANG CITY**

Meriana Malo <sup>(1)</sup>, Cakti Indra Gunawan, SE.,MM.,Ph.D, <sup>(2)</sup>, Noviana Yaniar, S.Si,MM <sup>(3)</sup>

Ekonomi, Universitas Tribhuwana Tunggal Dewi Malang 2026

Email: [merianamalo01@gmail.com](mailto:merianamalo01@gmail.com)

---

**ABSTRACT**

*The aim of this research is to determine the effect of leadership style, motivation, and work environment on the performance productivity of Small and Medium Enterprises (SMEs) employees at PT Literindo in Malang City, both partially and simultaneously. This is a quantitative research. The population of this study consists of all employees of the company at PT Literindo in Malang City, totaling 30 people, and the sample determination technique uses total sampling. The instrument used is a questionnaire. Data analysis uses multiple linear regression. Hypothesis testing uses t-test (partial) and F-test (simultaneous). The multiple linear regression results show that the three independent variables have positive regression coefficient values, and the coefficient of determination R Square value is 0.949 (the contribution of the independent variables to the dependent variable is 94.9%). The t-test (partial) hypothesis testing results indicate that the three independent variables have  $t\text{-calculated} > t\text{-table}$  with significance  $< 0.05$ , and the F-test (simultaneous) hypothesis testing results show  $F\text{-calculated} > F\text{-table}$  with significance  $< 0.05$ . Therefore, it is concluded that leadership style, motivation, and work environment significantly affect the performance productivity of Small and Medium Enterprises (SMEs) employees at PT Literindo in Malang City, both partially and simultaneously. The management of PT Literindo is advised to integrate policies targeting these three variables to achieve maximum productivity results. Synergy between strong leadership, high motivation, and a conducive work environment is the main key to maintaining competitive advantage and long-term business growth.*

**Keywords:** Leadership Style, Motivation, Work Environment, Employee Performance Productivity.