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The Influence of Leadership Style and Incentives on Employee Work Productivity in the General Section of the Tangerang City Regional Secretariat

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Abstract: *This study aims to analyze the influence of leadership style and incentive provisions on employee productivity in the General Section of the Tangerang City Regional Secretariat. Data were collected using quantitative methods using a 5-point Likert scale questionnaire. A sample of 42 respondents was selected from a total population of 490 employees using a purposive sampling technique. Data analysis was performed using multiple linear regression. The research findings indicate that leadership style and incentive provisions have a significant influence on employee productivity, both independently and collectively. This study suggests that improving leadership quality and refining the incentive structure can increase employee productivity in the General Section of the Tangerang City Regional Secretariat.*

Keywords: *Leadership Style, Incentive Provision, Employee Productivity, Regional Secretariat, Tangerang.*



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INTRODUCTION

Data were collected using a 5-point Likert scale questionnaire, with a quantitative approach, and from 490 dynamic employees, 42 respondents were selected through careful purposive sampling techniques, then the data were analyzed through multiple linear regression, and the research findings show that the way leaders carry out their roles and the incentives they offer play an important role, both individually and collectively, in increasing employee productivity, and these findings indicate that improving the quality of leadership and improving the incentive system can increase employee productivity in the General Section of the Tangerang City Regional Secretariat (Wulandari, 2023).

The way leaders choose to guide their teams can significantly shape employee productivity, and the way a leader performs his or her role greatly influences employee performance, and leadership transforms dreams into tangible results, playing a vital role in the journey to organizational success (Jimad & Hajar, 2024), and thus, the importance of leadership is evident as a vital force that promises both individuals and organizations alike in achieving their aspirations, and leaders who skillfully guide their team members can empower them to excel in their roles, ultimately improving overall work performance and productivity (Halim, 2020).

The way leadership operates in government can shape work morale, encourage employee engagement, and improve overall work performance, and studies in the public sector reveal that the way leaders carry out their roles greatly influences employee performance, driven by various motivational factors (Pantih & Khaq, 2025), then at the Provincial Central Statistics Agency, it is clear that the way leaders interact with the team and the incentives they provide can significantly shape employee performance. (Yustiani, 2022).

In addition to the way leaders guide their teams, various incentives, both monetary and otherwise, play a crucial role in motivating

individuals, and providing incentives is an important factor that businesses need to consider. The amount of incentives employees receive can play a significant role in shaping their morale. When the rewards given do not match the efforts expended, employees often feel unmotivated, and therefore, providing incentives to employees can inspire exceptional performance (Yudiasstra, 2025). Incentives have the power to increase employee dedication, build loyalty, and ignite enthusiasm for increased productivity. Previous studies have shown that incentives can significantly increase work productivity (Syawalia et al., 2023), and in public organizations, finding the right mix of incentives with a supportive leadership approach can truly increase employee motivation and improve work outcomes. Although many studies have explored the relationship between leadership, incentives, and employee performance or motivation, there is still a significant gap in research that specifically addresses work productivity in regional bureaucratic environments, such as the General Section of the Tangerang City Regional Secretariat, as well as

Work productivity can be assessed through various perspectives, such as administrative output, process efficiency, speed of internal services, or other informal measures unique to the broader context of local government.

Tangerang, the heart of a dynamic region, welcomes the demand for a more modern and efficient approach to government management because understanding how the leadership style of general department heads and the provision of incentives affect employee productivity is crucial for developing effective human resource management policy recommendations.

This study aims to provide valuable insights in shaping leadership policies and incentive systems in the Tangerang City Regional Secretariat because these findings can guide leaders in adopting a supportive leadership approach and developing fair



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incentive programs that will ultimately increase the productivity of department employees and improve the effectiveness of the local government as a whole.

METHOD

This research was conducted at the Tangerang City Regional Secretariat, and this location was chosen because the General Section of the Tangerang City Regional Secretariat is a vital part of the regional government, which contributes significantly to the operational management and bureaucratic resources, then considering the vital role of the General Section of the Tangerang City Regional Secretariat, it is important to study employee productivity, because this has an impact on the operational process and the quality of public services provided to the citizens of Tangerang City.

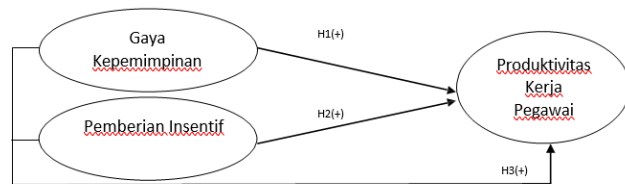
This study explores various variables, both independent and dependent variables, with employee work productivity being the main focus as the dependent variable, and referring to the research of Syawalina et al., (2023) four main indicators can help measure work productivity: increased work results, spark of enthusiasm, self-development journey, and flow of efficiency, then these indicators display elements of skills, quality of work results, dedication to work, personal development, value given to work, and balance between results achieved and resources used.

Leadership style and incentives are independent variables that play a role, and this research paper highlights four main indicators of leadership style, then according to Syuhada et al., (2023), leadership style refers to the unique approach a leader takes to inspire and guide the thoughts, emotions, attitudes, and actions of team members or subordinates, and its characteristics include focus on others, inspiration, acceptance, and dialogue, and then according to Alfiah et al., (2020), leadership style refers to the unique approach a leader takes to inspire and guide the thoughts, emotions, attitudes, and actions of team members or subordinates, then its characteristics include focus on others, inspiration, acceptance, and dialogue.

This study uses a quantitative approach, focusing on revealing the relationship between leadership style, incentives, and employee productivity, and this study uses a quantitative approach to explore how respondents perceive various aspects through a carefully designed questionnaire, then this method allows for the disclosure of objective, measurable, and statistically verified relationships, and this method allows researchers to gain a real understanding of the elements that influence employee productivity in the General Section of the Tangerang City Regional Secretariat.

Based on the insights and theories from various experts, we can develop a conceptual framework that serves as a basis for formulating hypotheses, which is illustrated in the figure below.

Figure 1.
Research Thinking Framework



Each research indicator was structured as a questionnaire statement, evaluated using a 5-point Likert scale. The collected data was then examined through validity and reliability assessments (Subanda & Wismayanti, 2020).

In the General Section of the Tangerang City Regional Secretariat, there are 490 individuals contributing to the team, and this includes 157 dedicated civil servants, 330 contract employees, and 3 casual workers, all playing their roles in a dynamic community, then the research sample was selected through purposive sampling, focusing on certain criteria (Ghozali, 2018), and this study focuses on employees who have dedicated at least 3 years to their role, specifically those who are permanent employees or civil servants. The number of participants, based on the criteria outlined, reached 42 individuals, and this research paper focuses on a sample of 42 employees from the General Section of the Tangerang City Regional Secretariat, then this study uses multiple linear regression analysis as



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its analysis technique to explore the relationship between variables, using simultaneous and partial tests, and before diving into regression testing, taking a moment to ensure that classical assumptions have been thoroughly checked (Sugiyono, 2021).

RESULTS AND DISCUSSION

This study distributed questionnaires to 42 employees of the General Section of the Denpasar City Regional Secretariat, with the following respondent data details.

Table 1.

Description of Research Respondents

Variable	Classification	Number (persons)	Percentage (%)
Gender	Male	20	47.6
	Female	22	52.4
	TOTAL	42	100.0
Age	18–28 years	26	61.9
	>28–38 years	12	28.6
	>38–48 years	4	9.5
	TOTAL	42	100.0
Education Level	Senior High School/Equivalent	14	33.3
	Academy/Diploma	14	33.3
	Bachelor's Degree (S1)	14	33.3
	TOTAL	42	100.0

Based on Table 1, women constitute the majority of employees in the General Section of the Tangerang City Regional Secretariat with a total of 22 people or equivalent to 52.4 percent because the prevalence of female leadership in the General Section can be associated with their responsibilities which include administrative tasks, inventory management, and household tasks and internal finance, namely areas that are often more in demand by female employees.

The largest proportion of participants were in the 18–28 age range as this indicates that the General Section of the Tangerang City Regional Secretariat had a larger team of employees in its heyday who all worked together to ensure that tasks were carried out as well as possible.

In terms of education, employees have diverse backgrounds ranging from high school or equivalent, then diploma or academy to bachelor's degree (S1) where as many as 14 employees or equivalent to 33.3

percent have a bachelor's degree. The conclusion is clear that most employees have a solid educational background with everyone having at least completed high school or equivalent.

After that, review the questionnaire data, check the indicators for each variable to ensure the practicality of the validity and reliability test, as shown in Table 2.

Table 2.

Recapitulation of Validity and Reliability Test Results of the Research Instruments

Variable	Indicator	Correlation Coefficient	Cronbach's Alpha	Remarks
Leadership Style (X1)	X1.1	0.611	0.766	Valid and Reliable
	X1.2	0.683		
	X1.3	0.667		
	X1.4	0.732		
Incentive Provision (X2)	X2.1	0.664	0.726	Valid and Reliable
	X2.2	0.532		
	X2.3	0.705		
	X2.4	0.539		
Employee Work Productivity (Y)	Y1	0.652	0.721	Valid and Reliable
	Y2	0.568		
	Y3	0.678		
	Y4	0.507		

The results of the validity test in Table 2 show that all research instruments used to measure incentive leadership style and employee productivity have a correlation coefficient greater than 0.30 and a Cronbach's Alpha value above 0.60. Thus, all statement items are declared valid and reliable so that the instrument is suitable for use in research.

Furthermore, before conducting multiple linear regression analysis, it is necessary to ensure that the model meets the basic assumptions through a series of classical assumption tests, including tests for normality, multicollinearity, and heteroscedasticity. The results of these tests are presented in Table 3.

Table 3.

Summary of Classical Assumption Test Results

Normality Test Results		Variable	Multicollinearity Test Results		Heteroscedasticity Test Results
			Tolerance	VIF	Significance
Test Statistic	0.115	Leadership Style	0.797	1.255	0.353
Asymp. Sig. (2-tailed)	0.188	Incentive Provision	0.797	1.255	0.103



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After all the classical assumption tests in Table 3 were confirmed to meet the required criteria, the use of multiple linear regression models was carried out with regression calculations using SPSS version 26.0 for Windows and the results are in Table 4.

Table 4.
Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.500	2.407		2.284	.028
Leadership Style	.320	.127	.354	2.531	.016
Incentive Provision	.368	.136	.380	2.711	.010

a. Dependent Variable: Employee Work Productivity
R = 0.391
R Square = 0.391
F Calculated = 12.505
Significance of F Test = 0.000

Each variable shows a positive regression coefficient and t-test significance below 0.05, thus indicating a significant impact on work productivity while this model successfully accounts for 39.1% of productivity variation and the other 60.9% is influenced by factors outside the scope of the study, namely job satisfaction, career opportunities, work stress, work environment, and salary.

1. The Influence of Leadership Style on Employee Work Productivity The results of the analysis show that leadership style has a positive and significant effect on employee work productivity, with a significance value of $0.016 < 0.05$ and a positive coefficient of 0.354, and the effectiveness of leadership style depends on how well the style embraces individual attention, fosters motivation, encourages open dialogue, and supports two-way communication, and is in line with research by Nurfauziah (2024) and Yusro et al. (2022) which also states that leadership style has a significant effect on work productivity.

2. The Effect of Incentives on Employee Work Productivity Incentives are proven to have a positive and significant effect on employee work productivity, with a significance value of $0.010 < 0.05$ and a positive coefficient of 0.368, and fair, appropriate, performance-based incentives that are able to meet employee needs will increase employee enthusiasm and satisfaction, so that work productivity becomes more optimal, then these results are consistent with research by Lestari & Yusuf (2025), Hanifah & Yudanegara (2025), Say & Imelda (2023), and Syawalia et al. (2023) which found that incentives have a significant effect on work productivity".

3. The Simultaneous Effect of Leadership Style and Incentive Provision on Work Productivity. Regression analysis shows that leadership style and incentive provision simultaneously have a positive and significant effect on employee work productivity (H3 is accepted), and when leadership is implemented effectively and appropriate incentives are offered, employee productivity tends to increase, then this finding supports the research of Alfiah et al. (2020), Syawalia et al. (2023), Nuralam (2019), and Zuhdi (2025) which states that both variables together have a significant effect on work productivity..

CONCLUSIONS

Based on the research results, it is concluded that leadership style and incentive provision, both partially and simultaneously, have a significant effect on the work productivity of employees of the General Section of the Tangerang City Regional Secretariat, and this shows that the way leaders organize, guide, and interact with their teams, along with the rewards offered based on



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performance, play an important role in shaping employee productivity, then the research model shows that these two factors can explain differences in the way employees engage with their productivity.

Based on these insights, the Tangerang City Regional Secretariat would benefit from increasing regular leadership training for department heads or managers, and this initiative aims to encourage better communication, increase motivation, and foster teamwork among employees, and in addition, it is important to increase incentives beyond just financial rewards, and consider including non-financial options such as awards, certificates, or other forms of meaningful recognition, and incentives should be offered in a way that feels fair, appropriate, and aligned with the level of performance achieved, and it is important for organizations to create pathways for career growth and skill enhancement, allowing employees to feel valued and inspired to give their best efforts.

In the future, it would be useful to explore additional factors that may influence employee productivity, and the coefficient of determination of 0.391 indicates that 39.1% of changes in work productivity are influenced by leadership style and incentives, and exploring additional elements such as organizational culture and climate, individual personality traits, financial rewards, and perceptions of support within the organization can deepen the research model in the future.

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