

The Influence of Training, Leadership Style, and Workload on Employee Work Productivity

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ABSTRACT

In an era of increasingly fierce global competition, enhancing employee work productivity has become a crucial factor determining an organization's success in achieving its goals. Employee productivity is influenced by various complex and interrelated factors, including the training provided, leadership style applied, and workload imposed. This study aims to comprehensively analyze the influence of these three factors on employee work productivity. Using a systematic literature review (SLR) approach, this study examined various scientific journals discussing the relationship between training, leadership, and workload on employee productivity. The literature search process was conducted through several leading journal databases such as Scopus, Science Direct, Google Scholar, JSTOR, and Emerald Insight using specific keywords related to research variables. The analysis results show that effective training programs significantly improve employee skills and competencies, enabling them to complete tasks more effectively and efficiently. Training is not limited to conventional technical skills but also includes digital literacy and adaptability to evolving technologies. Appropriate leadership styles, particularly transformational and participatory, have been proven to increase employee motivation and job satisfaction, ultimately positively impacting productivity. Leaders who can inspire, motivate, and empower employees tend to create a conducive work environment where employees feel valued and motivated to deliver their best performance. Optimal workload management contributes to maintaining work-life balance and reducing stress, with the relationship between workload and performance not necessarily linear and simple, but involving complex psychological processes. These findings confirm that these three factors have a significant influence on employee work productivity, both individually and simultaneously. In the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era and digital transformation, the interaction between these three factors becomes increasingly important to consider in creating organizational resilience. The dimension of organizational culture is also an important moderating factor in the relationship between training, leadership style, workload, and productivity. The practical implication of this research is the need for organizations to adopt a more integrated and contextual approach to improving employee work productivity, by designing strategic policies that align training programs, leadership development, and workload management within a cohesive organizational cultural framework to optimize human resource performance.

Keywords: Work Productivity, Training, Leadership Style, Workload, Human Resources

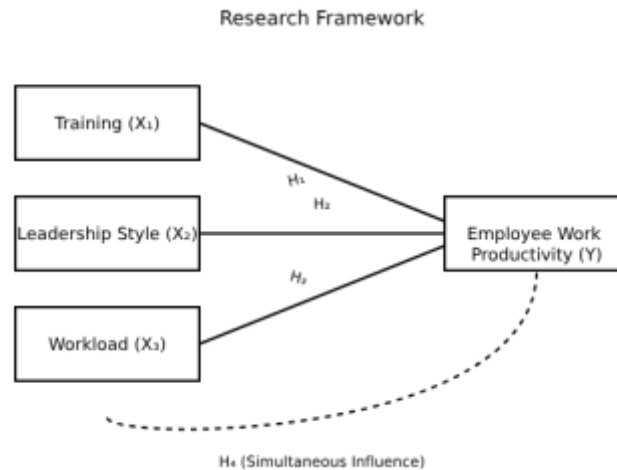
INTRODUCTION

In an era of increasingly fierce business competition, companies are required to improve their performance and productivity to maintain their existence and competitiveness. Employee work productivity is one of the crucial factors that determine the success of an organization in achieving its goals. Work productivity is not only related to the quantity of output produced, but also the quality of work that meets the set standards (Baiti et al., 2020). Various factors can affect employee work productivity, including the training programs provided to employees, the leadership style applied by managers, and the workload imposed on employees. Training programs play an important role in improving employee competencies and skills. According to (Alhidayatullah et al., 2023), effective training can improve employees' knowledge, skills, and ability to carry out their duties so as to have a positive impact on work productivity. In line with this, the results of the research conducted by (Putra & Yusuf, 2023) shows a positive relationship between the training program and employee work productivity. Employees who receive training that suits their job needs tend to be able to complete tasks more effectively and efficiently.

Leadership style is also an important determinant for employee work productivity. Leaders with the right leadership style can inspire, motivate, and direct employees to achieve the company's goals. Studies conducted by (Asman & Rony, 2023) revealed that transformational leadership style has a significant influence on increasing employee work productivity. A participatory and supportive leadership style tends to create a conducive work environment so that employees feel valued and motivated to give their best performance. Workload is another aspect that is no less important in influencing work productivity. An analysis of the workload needs to be done to ensure that the tasks assigned to employees are in accordance with their capacity and abilities. Excessive workload can lead to work stress and decreased productivity, while too light workload can lead to boredom and decreased work motivation (Fani & Permana, 2024). Research conducted by (Neksen et al., 2021) in various multinational companies it is proven that optimal workload management is positively correlated with higher levels of employee productivity.

Although previous studies have examined factors that affect work productivity, there are still research gaps especially in terms of integration between training, leadership style, and workload simultaneously. The majority of previous studies have tended to analyze these factors separately or partially. In fact, in practice, these three factors interact with each other and affect each other in the context of the organization (Badrianto et al., 2022). Therefore, this study aims to analyze the influence of training, leadership style, and workload on employee work productivity comprehensively, both partially and simultaneously.

Figure 1. Research Mindset



Based on the above research framework, the hypotheses proposed in this study are as follows:

H₁: Training has a positive and significant effect on employee work productivity.

This hypothesis is based on the assumption that an effective training program will improve employees' knowledge and skills so that they can get the job done better and efficiently.

H₂: Leadership style has a positive and significant effect on employee work productivity.

This hypothesis is based on the idea that a leadership style that suits the needs of the organization and employee characteristics will create a conducive work environment and increase employee motivation to work more productively.

H₃: Workload has a significant effect on employee work productivity.

This hypothesis is based on the assumption that an optimal workload (not too heavy and not too light) will allow employees to work at optimal levels of productivity.

H₄: Training, leadership style, and workload simultaneously have a significant impact on employee work productivity.

This hypothesis assumes that these three independent variables have a greater collective influence on employee work productivity than if viewed in isolation.

METHOD

This study uses a systematic literature review (SLR) approach to analyze the influence of training, leadership style, and workload on employee work productivity. The SLR method was chosen because it is able to provide a comprehensive synthesis of various findings of previous research in a systematic, structured, and transparent manner. The literature search process is carried out through several leading journal databases such as Scopus, Science Direct, Google Scholar, JSTOR, and Emerald Insight by using specific keywords related to research variables. The inclusion criteria set include journal articles published between 2020 and 2024, in Indonesian or English, and specifically address at least one of the three independent variables (training, leadership style, workload) and their impact on employee work productivity.

The SLR stages applied in this study follow the protocol developed by Kitchenham and Charters which have been modified according to the needs of the research. The process began with the formulation of specific research questions using the PICO (Population, Intervention,

Comparison, Outcomes) framework, followed by the establishment of a comprehensive literature search strategy. After the articles are collected, a screening process is carried out based on predetermined inclusion and exclusion criteria. Of the 78 articles identified in the initial search, after going through the screening and quality assessment process, 5 articles were selected for in-depth analysis (Hosseini et al., 2024).

The journals that are the focus of the analysis in this study are selected based on relevance to the research topic and good methodological quality. The first research by (Haryati & Sibarani, 2020) Analyze the effect of training programs on work productivity in 145 employees of manufacturing companies in Indonesia using a quantitative approach with multiple regression analysis. This study found a positive correlation between the effectiveness of competency-based training and an increase in work productivity of 37.2%. This research reveals that transformational leadership styles increase employee work productivity through the mediation of job satisfaction and organizational commitment.

(Jihad et al., 2024) In his research, he discussed the correlation between workload and work productivity in 210 employees of the financial services sector in Indonesia. Using structural equation modeling (SEM) analysis, this study found that workload has a curvilinear relationship with productivity, where workload that is too low or too high has a negative impact on productivity. A comparative study of democratic versus autocratic leadership styles and their influence on work productivity in 18 companies in three different countries. The results of this study show that democratic leadership styles consistently produce higher productivity than autocratic leadership styles in various organizational cultural contexts.

The simultaneous effect of training, leadership style, and workload on employee work productivity in 275 respondents from 5 manufacturing companies in Indonesia. Using hierarchical regression analysis, this study found that the three independent variables collectively explained 58.7% of variances in employee work productivity. Data analysis in this study was carried out through a content analysis approach and thematic meta-analysis. Coding techniques were used to identify the main themes that emerged from the five journals, then grouping and categorization were carried out to find consistent patterns and tendencies. The validity of the findings was strengthened through triangulation of various data sources and methodological perspectives used in the five studies.

RESULT

Table 1. Synthesis Table

Yes	Article Title	Writer	Independent Variables	Dependent Variable	Research Methods	Key Results
1	The Effect of Work Ability and Work Motivation on the Work Productivity of Production Employees	(C. Great Wife Shinta et al., 2023)	Work Ability, Work Motivation	Employee Work Productivity	Quantitative (Questionnaire, Observation, Literature Study)	Work ability and work motivation affect employee productivity partially and simultaneously.
2	The Effect of Workload and Work Fatigue on Employee Performance at	(A. O. E. Shinta, 2020)	Workload, Burnout	Employee Performance	PLS (Partial Least Square)	Workload affects burnout and employee performance, burnout is also a

	RSUH Surabaya City					mediator in this relationship.
3	The Influence of Transformational Leadership on Turnover Intention in Employees of Private Companies in Jakarta	(Rinaldi & Ramli, 2023)	Transformational Leadership Style, Job Satisfaction, Organizational Commitment	Turnover Intention	SEM (Structural Equation Modelling) SmartPLS	Transformational leadership affects turnover intention through job satisfaction and organizational commitment.
4	The Influence of Training and Leadership on Employee Work Productivity at Noaa Social Dining Seminyak Kuta	(Dewi et al., 2023)	Training, Leadership	Employee Work Productivity	Multiple Linear Regression	Training and leadership have a significant effect on employee work productivity, with certain dimensions of leadership being more dominant.
5	The Impact of Digital Era Transformation on Human Resource Management	(Wahyudi et al., 2023)	Digital Transformation, Digital Skills Development	Employee Productivity and Competitiveness	Descriptive Analysis	Digital transformation is changing the paradigm of HR management, increasing the need for digital skills to increase productivity.

Based on the systematic literature review analysis of five journals that discuss factors that affect employee work productivity, several key findings were obtained. The summary of findings from the five journals shows that there is a relationship between various independent variables and the dependent variables studied.

In the first journal written by (C. Great Wife Shinta et al., 2023), the research was conducted with a quantitative method through questionnaires, observations, and literature studies on production employees. The results show that work ability and work motivation have a significant influence on employee work productivity, both partially and simultaneously. From the results of statistical testing, it was found that the two independent variables contributed significantly in determining the level of employee productivity in the production department.

The second study conducted by (A. O. E. Shinta, 2020) analyze the influence of workload and burnout on employee performance at the Hajj General Hospital of Surabaya City. Using the Partial Least Square (PLS) method, this study found that workload affects burnout and employee performance. In addition, burnout also plays a role as a mediating variable in the relationship between workload and employee performance. These results show that there is an indirect mechanism by which workload can affect performance through the level of burnout experienced by employees.

In the third journal, (Rinaldi & Ramli, 2023) conducted a study using the Structural Equation Modelling (SEM) approach using SmartPLS to analyze the influence of transformational leadership style on turnover intention in employees of private companies in

Jakarta. The results of this study reveal that transformational leadership has an influence on turnover intention through the mediation of job satisfaction and organizational commitment. These findings show the importance of leadership style in influencing employees' intention to stay or leave the organization.

The fourth journal written by (Dewi et al., 2023) focus on the influence of training and leadership on employee work productivity at Noaa Social Dining Seminyak Kuta. Using multiple linear regression analysis, the study found that both training and leadership have a significant influence on employee work productivity. The results of this study also reveal that certain dimensions of leadership have a more dominant influence than other dimensions in increasing employee work productivity.

In the fifth journal, (Wahyudi et al., 2023) Examining the impact of digital era transformation on human resource management using a descriptive analysis method. The findings of this study show that digital transformation has changed the paradigm of HR management and increased the need for digital skills development to increase employee productivity and competitiveness. These results indicate the importance of adapting to the digital era in the context of human resource management to achieve optimal productivity.

From the five journals, it can be seen that there is consistency in the findings that factors such as work ability, work motivation, workload, leadership style (especially transformational), training, and digital transformation have a significant influence on employee work productivity. In addition, several journals also show the existence of mediating variables such as burnout, job satisfaction, and organizational commitment that play a role in the relationship between independent and dependent variables.

DISCUSSION

The results of systematic literature review from five analyzed journals show that employee work productivity is influenced by various complex and interrelated factors. The discussion will focus on three main variables according to the research title, namely training, leadership style, and workload.

First, related to training, research (Dewi et al., 2023) provides empirical evidence that training has a significant effect on employee work productivity. This is in line with the theory of human capital which states that investment in the form of training can improve the quality of human resources which ultimately has an impact on increasing productivity. In the context of the Noaa Social Dining Seminyak Kuta restaurant, the training provided to employees has been proven to be able to improve their skills, knowledge, and ability to carry out their daily tasks. Training also helps employees to adapt to new work standards and technologies applied in the workplace. These findings are reinforced by research (Wahyudi et al., 2023) which emphasizes the importance of developing digital skills in the era of digital transformation to increase employee productivity. In today's digital age, training is not only limited to conventional technical skills but also includes digital literacy and adaptability to ever-evolving technologies.

Second, regarding leadership style, the two studies provide complementary perspectives. Research (Rinaldi & Ramli, 2023) shows that transformational leadership style affects turnover intention through the mediation of job satisfaction and organizational commitment. Although it does not directly measure productivity, low turnover intention

generally correlates with high work productivity. Transformational leaders tend to inspire, motivate, and empower employees so that they feel satisfied and committed to the organization. When employees have high job satisfaction and organizational commitment, they tend to be more productive at work. Meanwhile, research (Dewi et al., 2023) explicitly proves the significant influence of leadership on employee work productivity, with certain dimensions of leadership being more dominant. This suggests that not all aspects of leadership have an equally strong influence on work productivity, so it's important for organizations to identify the leadership dimensions that are most relevant to the context and characteristics of their employees.

Third, related to workload, research (A. O. E. Shinta, 2020) Provides an understanding of the complexity of the relationship between workload, burnout, and employee performance. The results of the study show that workload affects burnout and employee performance, with burnout acting as a mediator. In the context of hospitals, a high workload can lead to physical and emotional fatigue (burnout) which ultimately decreases employee performance. These findings indicate the importance of optimal workload management to prevent burnout and keep work productivity high. The indirect relationship through burnout also suggests that the impact of workload on performance is not necessarily linear and simple, but involves complex psychological processes.

In addition to these three main factors, the research (C. Great Wife Shinta et al., 2023) provide additional perspective by proving that work ability and work motivation affect employee work productivity. Employability is closely related to training, where effective training can improve employees' employability. Meanwhile, work motivation can be influenced by the leadership style applied in the organization. Thus, there is a close relationship between various variables that affect employee work productivity.

In the digital era, as expressed by (Wahyudi et al., 2023), digital transformation has changed the paradigm of HR management and increased the need for digital skills to increase employee productivity. This shows that the factors that affect employee work productivity are not static, but evolve as the business and technological environment changes. Organizations need to adapt by integrating digital technology in HR management practices, including in aspects of training, leadership, and workload management.

The synthesis of the five studies shows that employee work productivity is influenced by the complex interaction of various factors. Effective training, appropriate leadership style, and optimal workload management, when implemented in an integrated manner, can create a work environment conducive to increased employee work productivity. However, it is important to consider the specific context of the organization, employee characteristics, and changing business environment in designing a productivity improvement strategy.

The practical implication of these findings is that organizations need to adopt a holistic approach in an effort to improve employee work productivity. Investing in relevant training programs, developing an effective leadership style, and workload management that pays attention to employee well-being are all strategic steps to consider. In addition, adaptation to digital transformation is also imperative in the increasingly digitized business era.

In today's increasingly complex business environment, the interaction between training, leadership style, and workload is becoming increasingly important to consider. These three

factors do not operate separately, but rather form an ecosystem that influences each other. Effective training requires the right leadership support for the implementation of new knowledge and skills, while optimal workload management allows employees to apply training results and respond better to leadership direction.

In the context of digital transformation as discussed by Wahyudi et al. (2023), the convergence of these three factors becomes even more crucial. Digitalization has changed the nature of training, from being traditional to being more adaptive and continuous (continuous learning). Leadership styles have also evolved from traditional hierarchical approaches to being more collaborative and facilitative to support innovation and adaptation to new technologies. Meanwhile, workload in the digital era is being redefined with the automation of some routine tasks but increasing complexity in decision-making and problem-solving.

An important aspect to consider is how these three factors play a role in creating organizational resilience. The findings of A. O. E. Shinta's (2020) study on the relationship between workload and burnout can be expanded by looking at how appropriate training and supportive leadership styles can be protective factors against burnout amidst high workloads. Organizations that are able to effectively integrate these three factors tend to be more resilient to disruption and changes in the business environment.

The dimension of organizational culture is also an important moderating factor in the relationship between training, leadership style, workload, and productivity. A culture that supports continuous learning will strengthen the positive impact of training; a culture that values openness and collaboration will maximize the effectiveness of a transformational leadership style; while a culture that prioritizes work-life balance will facilitate better workload management. Rinaldi & Ramli's (2023) study on the mediating role of job satisfaction and organizational commitment can be expanded by integrating organizational culture as a contextual variable.

A cross-generational perspective is also important to consider. Different generations respond differently to training methods, leadership styles, and workload management strategies. For example, millennials and Gen Z may be more responsive to technology-based training and more democratic leadership styles, while they may prioritize flexibility in their workload management. Future research needs to explore how these generational differences affect the effectiveness of interventions to improve work productivity. The practical implication of this discussion is that organizations need to adopt a more integrated and contextual approach to improving employee work productivity. Strategies that align training programs, leadership development, and workload management within a cohesive organizational culture framework will yield more significant impacts than isolated interventions. In the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era, such a holistic approach is becoming increasingly important to ensure organizational sustainability and competitiveness through optimizing employee work productivity.

CONCLUSION

Based on the results of the study, it can be concluded that employee work productivity is influenced by training, leadership style, and workload both partially and simultaneously. Effective training has been shown to improve employee competencies and skills thereby contributing to increased productivity. Appropriate leadership styles, especially those that are transformational and participatory, can increase employee motivation and job satisfaction, which ultimately has a positive impact on productivity. Optimal workload also plays a role in maintaining a balance between job demands and employee capacity, thereby reducing the risk of burnout and increasing work efficiency. The comprehensive integration of these three factors can create a work environment conducive to increasing employee productivity. Therefore, companies need to design strategic policies in training, leadership, and workload management in order to maximize human resource performance.

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