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The Influence of Leadership Style, Teamwork and Communication on Work Productivity (Case Study at PT. BFI Finance Indonesia, BFI Tower)

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ABSTRACT

This study aims to determine and analyze the influence of leadership style, teamwork, and communication on employee work productivity at PT. BFI Finance Indonesia. The problem raised in this study is related to the variables of leadership style, teamwork, and communication that have not been running efficiently, which is thought to have an impact on employee work productivity. This study uses a quantitative approach with a survey method through the distribution of questionnaires. The population in this study were employees of PT. BFI Finance Indonesia who are at BFI Tower, with a sample of 77 respondents determined using the Taro Yamane formula. Instrument testing was carried out through validity and reliability tests, and data analysis using the SmartPLS 4 application. Hypothesis testing in this study was carried out through path coefficient analysis. The results of the study showed that leadership style has a positive and significant effect on work productivity. This is indicated by the original sample value of 0.467 and t-statistic of 3.285 and p-values of 0.001. Teamwork does not have a significant effect on work productivity. This is indicated by the original sample value of 0.055, a t-statistic of 0.343, and a p-value of 0.732. Communication has a positive and significant effect on work productivity, as indicated by the original sample value of 0.271, a t-statistic of 2.069, and a p-value of 0.039

Keywords: Leadership Style, Teamwork, Communication and Work Productivity, SmartPLS 4

INTRODUCTION

According to(Viddy & Hanadelansa, 2022)Human resources are a very valuable asset and play a major role in carrying out various activities. According to Swastha and Sukotjo (1995:281) in(Akbar & Subariyanti, 2023)Work productivity is a concept that enables the achievement of optimal production results by considering various production factors such as labor, capital, energy, and other resources. Productivity is not only influenced by material factors, but also the quality of human resources capable of working effectively and efficiently. Therefore, increasing productivity must be accompanied by optimal human resource management, skills development, and increased work motivation, both individually and in teams, so that organizational goals can be achieved optimally. According to Runa (2020) in(Fauzi et al., 2023)Leadership style is a consistent habit and approach to fostering work relationships, encompassing communication methods, decision-making, and the way in which responsibilities are assigned. The primary roles of leadership include establishing a vision, inspiring the team, resolving conflicts, making decisions, and supporting the development of team members' potential (Suparwi et al., 2024). Thus, leadership can be defined as the ability to influence and guide individuals and groups to achieve common goals. Leadership success is largely determined by integrity, the leadership style employed, and the strategic role played in directing and developing the team.According to Gregory (2012) in (Najati & Susanto, 2022), teamwork is the ability of members to collaborate, communicate effectively, understand the needs of their colleagues, and encourage coordinated collective action. Teamwork involves a group of individuals working on a specific task together, with authority and access to resources to support the achievement of shared goals.

Based on the phenomenon that occurred at PT. BFI Finance Indonesia, there are challenges in maintaining work productivity due to a less adaptive leadership style because the leadership style applied tends to be transactional, where superiors emphasize more on achieving work targets, as well as incentive and punishment systems, suboptimal teamwork, and ineffective communication. In addition, the company also faces fierce competition in the financing industry, regulatory changes from the government, and developments in financial technology that demand continuous innovation. If internal factors such as leadership, collaboration, and communication are not improved, it can impact company performance, employee satisfaction, and competitiveness in the market. Therefore, an adaptive approach is needed to face changes that require active involvement, innovation and appropriate strategies to overcome these problems so that the company can continue to grow and maintain its position in the financial industry.

Work productivity is one of the main indicators in assessing the effectiveness of employee performance in a company. PT. BFI Finance Indonesia, as an established financing company, faces internal challenges, particularly an immature leadership style, lack of synergy in teamwork, and suboptimal communication between departments. These three factors are suspected to have a direct impact on employee work productivity. This study aims to empirically test the influence of leadership style, teamwork, and communication on work productivity, in order to provide strategic recommendations for improving human resource performance at PT. BFI Finance Indonesia.

Based on this background, the following problems are identified:

1. The leadership style has not been effective, this is due to a lack of clear direction, one-way communication and a lack of leadership involvement in motivating employees.
2. Teamwork is not optimal due to the dynamic nature of the organization, so employees must actively adapt to the team or tasks given.
3. Lack of cross-departmental communication can lead to delays in the decision-making process and implementation of business strategies.
4. Lack of effective leadership, solid teamwork, and good communication can lead to decreased employee productivity.

METHODS

This research uses a quantitative method, namely an approach that collects data in the form of numbers and analyzes it using statistical techniques.(Darmawan et al., 2024). According to(Tojiri et al., 2023), quantitative methods aim to provide a strong and objective scientific basis for testing hypotheses, analyzing relationships between variables, and generalizing to a wider population.

The quantitative method was chosen because it allows for objective numerical data collection through questionnaires to measure the relationship between leadership style, teamwork, and communication on work productivity. Furthermore, this method allows for generalization of findings to a broader population, provided the sample used is representative. Quantitative methods also support the application of modern analytical techniques such as Partial Least Squares-Structural Equation Modeling (PLS-SEM), which can test direct and indirect relationships between variables within a comprehensive research model.

A causal associative approach was chosen to test whether leadership style, teamwork, and communication influence work productivity at PT. BFI Finance Indonesia. The causal technique was used to determine the extent to which these three variables directly influence work productivity. This approach allows for a more precise analysis of the influence of each independent variable, thus providing a more comprehensive picture of the relationships between the variables in this study.

The research design used is a survey design, where data is collected directly from respondents through a structured questionnaire. According to(Surjaatmaja & Recky, 2024)Research design encompasses the systematic and objective process of collecting, processing, analyzing, and presenting data to test or resolve hypotheses. A survey design was chosen because it allows for the direct collection of primary data from PT. BFI Finance Indonesia employees, thus providing an accurate picture of the perceptions and actual conditions relevant to the research objectives.

Population is all objects or subjects that have certain characteristics according to the criteria determined by the researcher and used as a basis for drawing conclusions.(Sugiyono, 2022)In this study, the population used includes all employees of PT. BFI Finance Indonesia, totaling 343 people.

A sample is a part of a population that has similar characteristics and is selected to represent the entire population in a study.(Sugiyono, 2022)Sampling was conducted to ensure the research could be conducted more effectively without involving the entire population. In this study, the sample consisted of both permanent and contract employees at PT. BFI Finance Indonesia. This criterion was chosen to ensure that respondents had sufficient experience with the leadership styles, teamwork, and communication patterns implemented in the company.

This study used the Taro Yamane formula to determine the sample size because the population size was already known with certainty. The study population consisted of 343 employees of PT BFI Finance Indonesia. The Taro Yamane formula used is as follows:

$$n = \frac{\mathrm{N}}{1 + N.d^2}$$

Source:(Iskandar et al., 2023)
Information:
n = Number of samples
N = Population (343 employees)
d = Margin of error, which is 10% or 0.1
Calculation:

$$n = \frac{\mathrm{N}}{1 + N.d^2}$$

$$n = \frac{343}{1 + 343\ (0{,}01)}$$
$$n = \frac{343}{4{,}43}$$
$$n = 77{,}4$$

Thus, the number of samples used in this study was rounded to 77 respondents.

Data were collected through a questionnaire with a Likert scale of 1–5.

Validity and reliability tests were conducted to test the instruments, and data analysis used the SmartPLS 4 application. Analysis techniques included evaluation of the outer model (convergent and discriminant validity) and the inner model (path coefficient and R-square tests).

RESULT AND DISCUSSION

Path coefficient test results:

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1. Gaya Kepemimpinan -> Y. Produktivitas Kerja	0.467	0.468	0.142	3.285	0.001
X2. Kerjasama Tim -> Y. Produktivitas Kerja	0.055	0.059	0.16	0.343	0.732
X3. Komunikasi -> Y. Produktivitas Kerja	0.271	0.286	0.131	2.069	0.039

Source: Data processed by the author (2025)

Based on the results of the path coefficient test above, Leadership Style on Work Productivity has an original sample value = 0.467, t-statistic = 3.285 and p-value = 0.001 so it has a positive and significant effect. Teamwork on Work Productivity has an original sample value = 0.055, t-statistic = 0.343 and p-value = 0.732 so it has no significant effect. Communication on Work Productivity has an original sample value = 0.271, t-statistic = 2.069, p-value = 0.039 so it has a positive and significant effect.

The analysis of the path coefficients using SmartPLS 4 revealed three key relationships between leadership style, teamwork, communication, and employee work productivity at PT. BFI Finance Indonesia. The findings provide important empirical insights into the dynamics of workplace performance, offering both theoretical and practical implications.

1. Leadership Style and Work Productivity

   The results show that leadership style has a positive and significant influence on work productivity, with an original sample value of 0.467, t-statistic = 3.285, and p-value = 0.001. This suggests that employees' performance levels increase when leaders adopt effective leadership styles that are adaptive, motivational, and inclusive. Such results align with Afsar et al. (2023), who highlight that transformational leadership enhances intrinsic motivation, leading to improved work outcomes through vision communication, intellectual stimulation, and individualized consideration. This is further supported by Ahmad and Gao (2018), who found that leaders who adapt to situational demands and demonstrate ethical and empowering behaviors cultivate trust, thereby increasing employee engagement and productivity.

The positive relationship between leadership style and productivity can also be understood through House's (1996) path-goal theory, which posits that leaders can improve subordinate performance by clarifying paths to goals, removing obstacles, and providing appropriate rewards. In PT. BFI Finance Indonesia's context, leaders who move away from a purely transactional style toward a more transformational or participative style are likely to better address challenges related to employee motivation and engagement. Comparative studies in different industries also strengthen this interpretation. For example, Liao and Chuang (2007) in the hospitality sector found that leadership behaviors that emphasize service quality have a cascading effect on team performance and customer satisfaction. Similarly, Breevaart et al. (2014) demonstrated that daily transformational leadership behaviors significantly improve employees' daily work engagement, suggesting that consistent leadership practices matter as much as overarching leadership style.

However, the present findings diverge from purely transactional leadership models, where rewards and punishments are the primary motivators. Although transactional leadership can deliver short-term productivity gains, as noted by Bass (1990), it often fails to sustain employee commitment over time, particularly in dynamic environments that require innovation. Given PT. BFI Finance Indonesia's position in the competitive financing industry, an over-reliance on transactional mechanisms may hinder long-term adaptability. From a managerial perspective, the implications are clear: leadership development programs should focus on building competencies in communication, empathy, vision-setting, and adaptive problem-solving. This includes regular leadership training workshops, 360-degree feedback systems, and mentorship initiatives aimed at aligning leadership approaches with evolving organizational goals.

2. Teamwork and Work Productivity

   The second major finding is that teamwork has no significant effect on work productivity, with an original sample value of 0.055, t-statistic = 0.343, and p-value = 0.732. This is a notable result, as it contrasts with a substantial body of literature asserting the importance of teamwork for organizational performance. Shuffler et al. (2018) argue that effective teamwork is a critical predictor of collective success, particularly in complex task environments. Similarly, Salas et al. (2015) identify coordination, mutual performance monitoring, and adaptability as essential components of high-performing teams. One possible explanation for the non-significant result lies in the quality and structure of teamwork within the company. Hoegl and Gemuenden (2001) emphasize that teamwork quality including communication, coordination, and mutual support—determines whether collaboration translates into performance. In PT. BFI Finance Indonesia, it is possible that teams exist nominally but lack the integrated processes necessary for genuine collaboration, such as regular knowledge-sharing meetings, clearly defined roles, and cross-departmental coordination.

The lack of impact may also be linked to role ambiguity, which Salas et al. (2015) highlight as a major barrier to team effectiveness. If team members are unclear about their responsibilities or lack a shared understanding of objectives, collaboration can become fragmented and even counterproductive. Mathieu et al. (2017) add that team effectiveness is not just about the composition of skills but also about the ongoing maintenance of trust, cohesion, and shared mental models. Contradictory findings in previous research also suggest that teamwork may have varying levels of impact depending on context. For example, Katzenbach and Smith (1993) argue that while teams can be powerful drivers of performance, they require disciplined attention to purpose, performance goals, and mutual accountability. In industries with high individual accountability or strong hierarchical structures, team contributions may be less directly linked to productivity metrics. The managerial implication here is that simply forming teams is insufficient; organizations must actively cultivate the conditions for effective collaboration. At PT. BFI Finance Indonesia, this could involve team-based training sessions, facilitated workshops to clarify roles and responsibilities, and systems for tracking and rewarding collective achievements. Leaders should also consider implementing tools for real-time collaboration and feedback to enhance transparency and accountability.

3. Communication and Work Productivity

The third finding indicates that communication has a positive and significant effect on work productivity, with an original sample value of 0.271, t-statistic = 2.069, and p-value = 0.039. This reinforces the idea that effective information exchange is essential for coordinating tasks, resolving conflicts, and fostering employee engagement. Men (2014) found that strategic internal communication, particularly when two-way and transparent, enhances employees' trust and satisfaction, which in turn supports higher productivity. Daft and Lengel's (1986) media richness theory provides a useful lens for interpreting this result. The theory suggests that communication is more effective when the medium matches the complexity and ambiguity of the message. In PT. BFI Finance Indonesia, using richer communication channels such as face-to-face meetings or video conferences for complex problem-solving likely contributes to better outcomes than relying solely on low-richness media like email. Ruck and Welch (2012) also point out that transparent communication practices can accelerate decision-making processes and minimize costly misunderstandings. In environments where time-sensitive decisions are crucial, such as financial services, streamlined communication channels can directly influence performance metrics.

Furthermore, communication effectiveness is closely tied to organizational culture. As Tourish and Robson (2006) suggest, a culture that promotes openness and constructive feedback enables employees to voice concerns and propose innovations without fear of reprisal. In PT. BFI Finance Indonesia, strengthening these cultural aspects could further amplify the positive relationship between communication and productivity. From a managerial standpoint, the results imply that investments in communication infrastructure and training can yield tangible productivity gains. This includes adopting integrated communication platforms, conducting regular cross-departmental briefings, and fostering leadership behaviors that model openness and active listening.

4. Integrating the Findings

   When comparing the three relationships studied, it is evident that leadership style and communication emerged as significant predictors of productivity, while teamwork did not. This pattern aligns with Wright et al.'s (2001) human capital model, which emphasizes that organizational success depends on developing individual capabilities (e.g., through leadership and skill-building) as much as, if not more than, structural arrangements like team formation. The findings also resonate with the resource-based view of the firm, which regards leadership competencies and communication systems as valuable, rare, and hard-to-imitate resources that can provide sustained competitive advantage (Barney, 1991). In contrast, teamwork—while important—may not constitute a distinctive resource unless it is underpinned by unique cultural and process-oriented capabilities. From a strategic perspective, the company should prioritize leadership development and communication enhancement as immediate levers for improving productivity. Efforts to strengthen teamwork should follow, focusing on process quality rather than simply increasing the number of collaborative projects.

5. Practical Implications

   Based on the results, several practical recommendations can be made:
   a. Leadership Development: Introduce structured programs that emphasize transformational and participative leadership, including scenario-based training and peer coaching.
   b. Communication Systems: Implement integrated communication platforms that facilitate real-time information sharing, along with training in effective communication techniques.
   c. Teamwork Enhancement: Redesign team structures to ensure role clarity, provide resources for collaboration, and establish measurable collective performance goals.
   d. Cultural Reinforcement: Promote a culture of openness, trust, and mutual accountability to support both communication and teamwork improvements.

COCLUSION

Based on the results of the analysis and discussion tests that have been described, the following conclusions can be drawn:

1. Leadership style has a positive and significant effect on work productivity. This is indicated by the original sample value of 0.467, a t-statistic of 3.285, and a p-value of 0.001.
2. Teamwork has no significant effect on work productivity. This is indicated by the original sample value of 0.055, the t-statistic of 0.343, and the p-value of 0.732.

3. Communication has a positive and significant impact on work productivity. This is indicated by the original sample value of 0.271, a t-statistic of 2.069, and a p-value of 0.039.

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