

## The Mediating Role of Motivation in The Relationship Between Leadership on Employee Work Productivity

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### ABSTRAK

Penelitian ini dilakukan di Dinas Perumahan Rakyat Dan Kawasan Permukiman Serta Pertanahan Kota Surabaya dengan tujuan menganalisis pengaruh kepemimpinan terhadap produktivitas kerja pegawai dengan motivasi sebagai variabel mediasi. Populasi dalam penelitian ini adalah pegawai Dinas Perumahan Rakyat Dan Kawasan Permukiman Serta Pertanahan Kota Surabaya Surabaya, Jawa Timur, Indonesia dengan jumlah total 75 pegawai. Teknik pengambilan sampel menggunakan teknik total sampling. Analisis data menggunakan Structural Equation Modeling (SEM) Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa kepemimpinan berpengaruh terhadap produktivitas kerja dan motivasi, motivasi berpengaruh terhadap produktivitas kerja, kepemimpinan berpengaruh terhadap produktivitas kerja melalui motivasi.

**Kata Kunci:** kepemimpinan, motivasi, produktivitas kerja.

### ABSTRACT

This research was conducted at the Surabaya City Public Housing, Settlement Areas, and Land Agency. The aim was to analyze the influence of leadership on employee work productivity, with motivation as a mediating variable. The population in this study was 75 employees of the Surabaya City Public Housing, Settlement Areas, and Land Agency, Surabaya, East Java, Indonesia. The sampling technique used total sampling. Data analysis used Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The results showed that leadership influences work productivity and motivation, motivation influences work productivity, and leadership influences work productivity through motivation.

Keywords: leadership, motivation, work productivity.

## **INTRODUCTION**

In the context of modern organizational development dynamics, it is important to understand that an organization's performance is not solely determined by technical capabilities and material resources, but also by human factors that include leadership, work environment, and work motivation. In this context, Surabaya City Public Housing, Settlement Areas, and Land Agency (DPRKPP) as one of the government institutions responsible for managing and developing settlement areas in Surabaya City, is no exception to the influence of these factors on its employees' work productivity.

In the context of the Surabaya City Public Housing, Settlement Areas, and Land Agency (DPRKPP), there are several interesting phenomena that affect employee work productivity. First, Surabaya City as one of the largest cities in Indonesia has its own challenges in managing and developing settlement areas. Rapid urbanization development gives rise to various problems related to the provision of decent housing and urban infrastructure. Therefore, Surabaya City Public Housing, Settlement Areas, and Land Agency has a significant responsibility to address these issues and provide effective solutions for the community.

Second, within the organizational structure of government institutions like DPRKPP, there is complexity in the dynamics of relationships between leaders and subordinates. Effective leadership in this context not only involves formal authority aspects but also active involvement in motivating, directing, and guiding employees to achieve organizational goals. The main challenge in this regard is how to build an inclusive and collaborative work culture amid the complex dynamics of government bureaucracy.

Third, the work environment at DPRKPP Surabaya City also becomes a significant factor in influencing employee work productivity. Factors such as work facilities, working

conditions, and organizational support play an important role in determining the level of comfort and efficiency in working. Therefore, it is important to understand how a conducive work environment can enhance employee motivation and performance.

It is in this context that these phenomena become the main foundation for exploring the influence of leadership, work environment, and work motivation on the work productivity of DPRKPP Surabaya City employees. By understanding these complex dynamics, this research is expected to provide deeper insights into the factors that affect employee performance in the government environment, so that strategic recommendations can be produced to improve work productivity and organizational effectiveness in achieving sustainable and inclusive city development goals.

From several previous studies, there are several factors that influence employee work productivity, including leadership (Aulia, 2017; Kurnia and Purba, 2022; Yusro, et al., 2022; Lindawati and Sembiring, 2020; Waskito and Kartini, 2021), and motivation (Kuswati, 2020; Suriono, et al, 2023; Yenny, et al, 2023; Maduka dan Okafor, 2014; Khan dan Gautam, 2014). However, there are still several research gaps, including Sobirin and Ratmono (2021) who proved that leadership has no effect on work productivity, Mizan el al (2019) in his research also proved that leadership has a negative effect on productivity.

By considering the research gap in the results of previous studies involving the variables of leadership and motivation, further, more in-depth research is needed with the aim of leadership on employee work productivity, with motivation as a mediating variable.

Work productivity is the tangible results produced by an individual or group within a specific timeframe during the work process. It reflects the level of efficiency in the process of producing output from the resources used, with better quality achieved with the same effort. Technically, productivity refers to the level of effectiveness and efficiency in the use of various resources. In a behavioral context, work

productivity reflects a mental attitude that continually strives for development (Mahanggoro, 2018).

Work productivity is considered a mental attitude that continually challenges itself to improve the quality of life from day to day (Afandi, 2016). Work productivity depends heavily on the comparison between the input provided by the workforce and the output produced by them. Input and output in labor productivity involve only the workforce itself and the resulting output. A productive workforce is one that is responsive and capable of producing goods and services of predetermined quality in a shorter time, or if they are able to produce products in greater volume than other workers in the same timeframe (Anwar, 2014).

Sutrisno (2017) suggests that work productivity is a mental attitude. It's a mental attitude that always seeks improvement on what already exists. It's a belief that one can do a better job today than yesterday, and that tomorrow will be better than today. Productivity is more than just knowledge, technology, and management techniques; it encompasses a philosophical pattern and mental attitude based on a strong motivation to continuously strive for a better quality of life.

From the definitions above, it can be concluded that productivity refers to a person's ability to complete their work with satisfactory results, both in terms of quality and quantity. It is crucial for companies to increase productivity in each functional area as a whole across the various areas within the organization. Therefore, productivity is considered crucial because its benefits can be felt by all parties, both the company and the employees.

Leadership is interpersonal influence exercised in a situation and directed through communication toward the achievement of a specific goal or goals (Hasibuan, 2016). Stoner (2015) provides a more detailed definition of leadership, stating that managerial leadership is a process that not only directs but also influences the task-related activities of group members. Robbins (2015) states that leadership

is the ability to influence a group toward achieving a vision or set of goals. Kreitner and Kinicki (2010) define leadership as the process by which an individual influences others to achieve a common goal. Meanwhile, according to Flesherman, as reiterated by Gibson (2015), leadership is an effort to influence individuals (interpersonally) through communication to achieve one or more goals.

From the several definitions of leadership above, it can be concluded that all of these definitions of leadership are closely related to the concept of management, the essence of which is to influence others to achieve a goal.

From several previous studies conducted by Aulia (2017), Kurnia and Purba (2022), Yusro, et al (2022), Lindawati and Sembiring (2020), Waskito and Kartini (2021), it was proven that leadership influences employee work productivity. Thus, a hypothesis can be made as follows:

H1: Leadership influences employee work productivity.

According to Flippo (2018), motivation is the skill of guiding employees and organizations to work effectively, thereby achieving employee desires and organizational goals. According to Siagian (2018), motivation is the driving force that drives an individual to contribute as much as possible to the organization's success in achieving its goals. Meanwhile, according to Handoko (2019), motivation is a force or factor within a person that generates, drives, and organizes their behavior. Based on the explanations of the experts above, it can be concluded that work motivation is the drive within a person to contribute or perform work.

Siagian (2018) explains several factors that influence employee work motivation, as follows:

1. Salary. For employees, salary is an important factor in meeting their own and their families' needs. Salary, in addition to fulfilling basic needs for each employee, is also intended to motivate employees to work with enthusiasm.
2. Work Achievement/Success The starting point for an individual's career development is their performance in carrying out the tasks entrusted

to them. Without satisfactory work performance, it is difficult for an employee to be considered for promotion to a higher position or job in the future when proposed by their superiors. Therefore, achievements in work will foster a positive attitude. Someone who has a desire to achieve as a need can drive them to achieve their goals.

3. The Work Itself. The work itself is a motivating factor for employees to perform at high levels. Work or tasks that provide a sense of accomplishment, are sufficiently interesting, and provide challenges for employees are motivating factors, as their presence is crucial for the motivation to perform at high levels.
4. Recognition/Awards. Recognition of achievement is a powerful work motivation tool, even surpassing the satisfaction derived from compensation.
5. Success at work. Success at work can motivate employees to be more enthusiastic in carrying out the tasks assigned by the company. This success can at least instill a sense of pride in employees, believing they have successfully fulfilled their responsibilities. This will also increase the company's confidence in the capabilities of its employees, which will encourage them to retain them and encourage them to stay with their company.

Several previous researchers have conducted research on leadership and motivation, including Rêgo, E.B.D., et al. (2017), Jannah, et al. (2021), and Al-Baidhani and Alsaqqaf (2023). Their research findings demonstrate that leadership influences motivation. Therefore, the following hypothesis can be formulated:

H2: Leadership influences motivation.

Several previous researchers have conducted research on the effect of motivation on employee work productivity, including Kuswati (2020), Suriono et al. (2023), Yenny et al. (2023), Maduka and Okafor (2014), and Khan and Gautam (2014). These studies demonstrate that motivation influences

employee work productivity. Therefore, the following hypothesis can be formulated:

H3: Motivation influences employee work productivity.

As explained above, several previous studies conducted by Aulia (2017), Kurnia and Purba (2022), Yusro, et al (2022), Lindawati and Sembiring (2020), Waskito and Kartini (2021) have proven that leadership influences employee work productivity. Meanwhile several previous researchers have conducted research on leadership and motivation, including Rêgo, E.B.D., et al. (2017), Jannah, et al. (2021), and Al-Baidhani and Alsaqqaf (2023). Their research findings demonstrate that leadership influences motivation. Therefore, the following hypothesis can be formulated:

H4: Leadership influences knowledge sharing through organization commitment.

Based on the above hypothesis, a research framework can be created as follows:

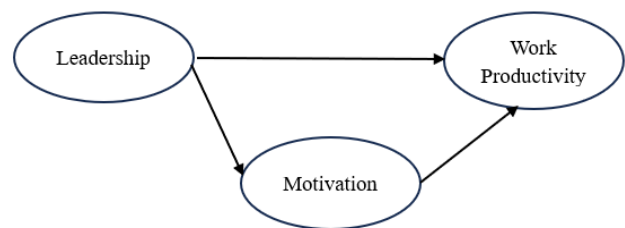


Figure 1. Conceptual Framework

## METHODS

The approach in this study is to use a quantitative approach. Quantitative research is a systematic scientific process that focuses on the analysis of parts and phenomena and their relationships.

According to Sugiyono (2019), a population is essentially a collection of all the things one wishes to know, a group of documents, or concepts. The population in this study was all 75 permanent employees of the Surabaya City Public Housing, Settlement Areas, and Land Agency, Surabaya, East Java, Indonesia.

The data collected in this study were investigated through a statistical approach by applying the Structural Equation Modeling (SEM)

method using Partial Least Square (PLS) as an analysis technique.

## RESULTS

### Discriminant Validity

Discriminant validity testing is evaluated by observing the Average Variance Extracted (AVE) value for each indicator. A good requirement is that the AVE value must be less than 0.5 (Ghozali, 2018).

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Leadership (X1)	0.651
Motivation (Z)	0.720
Work Productivity (Y)	0.662

The data in Table 1 above confirms that the AVE values for the Leadership, Work Motivation, and Work Productivity variables are  $> 0.5$ . Therefore, it can be said that each variable has good discriminant validity.

### Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value  $> 0.6$  (Ghozali, 2018). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Leadership	0.902
Motivation	0.885
Work Productivity	0.921

Referring to table 2 above, it can be seen that the Composite Reliability value of all variables in this study is greater than 0.6 so it can be stated that the indicators in all variables are reliable.

### Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or fulfills Cronbach alpha if it has a Cronbach alpha value  $> 0.7$  (Eisingerich and Rubera, 2010). The following is the Cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Leadership	0.862
Motivation	0.806
Work Productivity	0.897

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is  $> 0.7$ . Thus, these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

### Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value  $< 0.05$  (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 4. Hypothesis Test Results

Hypothesis	Influence	T-statistics	P-Values	Result
H1	Leadership $\rightarrow$ Work Productivity	2.487	0.013	Accepted
H2	Leadership $\rightarrow$ Motivation	4.77	0.000	Accepted
H3	Motivation $\rightarrow$ Work Productivity	4.596	0.000	Accepted
H4	Leadership $\rightarrow$ Motivation $\rightarrow$ Work Productivity	3.198	0.001	Accepted

Based on the data results in table 4 above, it can be seen that the four hypotheses proposed in this study are as follows:

1. The influence of leadership on work productivity has a P value of 0.013 or less than 0.05. This means that the leadership variable has an influence on work productivity.
2. The influence of leadership on work motivation has a P value of 0.000 or less than 0.05. This means that the leadership variable has an influence on work motivation.
3. The influence of motivation on work productivity has a P value of 0.001, or less than 0.05. This means that the motivation variable has an effect on work productivity.
4. The influence of leadership on work productivity through motivation has a P value of 0.001, or less than 0.05. This means that the

leadership variable influences work productivity through motivation.

## **DISCUSSION**

1. Based on the results of the hypothesis testing, it can be concluded that leadership influences work productivity. The relationship between the two variables is positive, meaning they are directly proportional. These results confirm that changes in leadership will be followed by changes in work productivity in the same direction. Good leadership will lead to high work productivity. Conversely, poor leadership will result in low work productivity. The research findings that indicate leadership influences work productivity align with the theory that successful organizations are those with leaders who are able to foster good cooperation and relationships, possess effective, participatory skills, are able to delegate tasks and time, and are able to delegate tasks and authority. Good leadership will encourage productive employee work, improve performance, and contribute positively to the organization. These research findings are supported by studies conducted by Aulia (2017), Kurnia and Purba (2022), Yusro et al. (2022), Lindawati and Sembiring (2020), and Waskito and Kartini (2021). Their research results demonstrate that leadership influences employee work productivity.
2. Hypothesis testing indicates that leadership influences work motivation. The relationship between the two variables is positive. These results confirm that changes in leadership will have a direct impact on employee work motivation. Adequate leadership will increase employee work motivation. However, low leadership will decrease employee work motivation. The research findings, which demonstrate the influence of leadership on employee work motivation, are relevant to existing theory. Leadership theory emphasizes that work motivation is highly dependent on the role of leadership in the organization. Leadership encompasses the ability to foster cooperation and good relationships, effective leadership, participatory leadership, the ability to delegate tasks or time, and the ability to delegate tasks or authority, all of which can boost employee work motivation. Leadership that is relevant to the needs of the organization and employees tends to motivate employees to perform at a higher level. Therefore, developing and improving leadership can increase individual and overall organizational work motivation.
3. Based on the hypothesis test, it can be concluded that work motivation influences employee productivity. The relationship between the two variables is positive. These results confirm that strong or weak work motivation within an organization will directly influence employee productivity. This means that if work motivation improves, employee productivity will also increase. The results of this study align with the theory that work motivation encompasses the drive to achieve goals, self-motivation and organizational commitment, and responsibility. High employee motivation can lead to high work productivity. Organizations that encourage employee motivation by providing support, recognition, and development opportunities can enhance employee skills, quality, and effectiveness. These results are supported by previous research. Kuswati (2020), Suriono et al. (2023), Yenny et al. (2023), Maduka and Okafor (2014), and Khan and Gautam (2014) all demonstrated that motivation influences employee productivity. Employee productivity in an organization. Work motivation drives work, which can increase employee morale. Motivation from within, the organization, and a sense of responsibility tend to improve the quality and quantity of an employee's work. Conversely, low work motivation will result in poor, low-quality, and ineffective work.
4. Based on the hypothesis test, it can be concluded that leadership influences employee work productivity through organizational climate. The relationship between these three variables is positive. These results confirm that strong or weak work motivation will support the influence of leadership on employee work productivity in a directly proportional direction. This means that if work motivation improves, leadership will also influence work productivity. These research results align with the theory that employee work productivity is influenced by organizational leadership. Leadership, which includes the ability to foster cooperation, effectively manage tasks, manage time, and delegate authority, is necessary for job success. Good leadership from leaders within an organization can contribute to the achievement of organizational goals. In the context of work

motivation, strong internal motivation and an organization that supports the development and implementation of leadership can positively boost employee work productivity. Several previous researchers have conducted research showing that leadership influences employee productivity, including Aulia (2017), Kurnia and Purba (2022), Yusro et al. (2022), Lindawati and Sembiring (2020), and Waskito and Kartini (2021). Their research findings demonstrate that leadership influences employee productivity.

## CONSLUSION

Based on the findings from the four studies conducted at the Surabaya City Public Housing, Settlement Areas, and Land Agency, a clear and interconnected relationship emerges among leadership, motivation, knowledge sharing, organizational commitment, and employee work productivity. Leadership plays a pivotal role in shaping organizational outcomes, directly influencing employee work productivity by fostering an environment that encourages efficiency and goal attainment. Effective leadership not only drives employees to perform better but also enhances their motivation, which serves as a critical factor in boosting productivity. Motivated employees, inspired by strong leadership, exhibit higher levels of engagement and effort, leading to improved work outcomes.

Furthermore, leadership extends its impact beyond direct productivity and motivation by influencing knowledge sharing within the organization, mediated through organizational commitment. When leaders cultivate a sense of commitment among employees, it fosters a culture of collaboration and knowledge exchange, which further enhances productivity and organizational effectiveness. Collectively, these findings highlight that effective leadership is a cornerstone for creating a motivated workforce, promoting knowledge sharing, and ultimately driving higher employee productivity. These interconnected dynamics underscore the importance of nurturing strong leadership practices to achieve sustainable organizational success, particularly within the Surabaya City Public Housing, Settlement Areas, and Land Agency.

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