

# Employee Work Productivity:

## In Terms of Leadership and Work Motivation

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**Abstract**—Leadership and work motivation were some aspects that can increase the work productivity of PT. Ramayana Lestari Sentosa. Human resources had a very important role in managing the retail business, where they should have skill knowledges in both soft skills and hard skills. Moreover, the success of a company must be supported by the employee productivity. Hence, the leader of a company should provide positive encouragements to their employees. Furthermore, a reliable leadership held the key point in the organizational development. The efforts to improve leadership and work motivation among the employees were already done effectively, but the work productivity was still not yet reach the target. The sampling technique used in this study was purposive sampling method. The selected respondents were the employees of PT Ramayana Lestari Sentosa with working period of more than 5 years. In this case, the researcher took a sample of 100 respondents. The hypothesis of this study were tested using the technique of Multiple Linear Analysis. The results of this study indicate that leadership had no direct effect on the employee productivity, while work motivation was able to significantly intercede between the influence of leadership and the employee productivity. The implication of this study can contribute to management in making policies to increase employee productivity, where leaders who have managerial competence and responsibility for completing tasks followed by employee achievement motivation will have an effect on the progress of the company.

**Keywords**—leadership, work motivation, work productivity

### I. INTRODUCTION

Human resources are a very important factor in an organization both large and small scale organizations [1]. In large scale organizations, human resource management is seen as a very decisive element in the business development process [2]. An agency was established because it has a goal to be achieved, whereas to achieve these goals the company requires and demands a professional attitude or behavior from every employee in a company [2,3].

An influential factor for achieving good work results from employees is the ability of leaders who are supportive and manifest sympathy for employees or subordinates so that they

can achieve good performance so that company goals can be achieved [4,5]. The leadership role which is very strategic and important for the achievement of the mission, vision and goals of an organization is one of the motives that encourages people to always investigate the ins and outs of leadership [6]. productivity, because the success of a leader in moving others to achieve the goals that have been set depends on the authority and leadership patterns that are applied [7,8]. Another thing that is no less important in influencing the productivity of employee performance is work motivation [9-11] because with motivation to be able to support human behavior in order to work actively and enthusiastically to achieve optimal results [9,12].

Human resources have a very important role, especially in the management of retail businesses such as PT. Ramayana Lestari Sentosa, because it requires readiness to manage human resources (HR) who have knowledge of skills (both soft skills and hard skills). Human resources in this business are very challenging, because basically this business is very different from a business or company in general. Long working hours at retail companies make employees bored so that some employees become lazy, lack of customer service, often chat during working hours, are often late and break rules, and weak leadership so that many employees lack work motivation to achieve the work productivity desired by the company [13]. This is what happened at PT. Ramayana Lestari Sentosa so it is a challenge for store managers to be able to provide work motivation so that employees are always disciplined and do not violate existing rules. The Store Manager also has to control costs because the contribution of employee costs is quite large in the total store costs so it is very necessary to be careful in detailing precisely the needs of efficient employees according to their respective skill levels [13].

This is what happened at PT. Ramayana Lestari Sentosa so it is a challenge for store managers to be able to provide work motivation so that employees are always disciplined and do not violate existing rules, Store Managers also have to control costs because the contribution of employee costs is quite large in the total cost of the entire store. So it is very necessary to be careful in detailing precisely the needs of efficient employees according to their respective skill levels. Large-scale

businesses operating nationally and internationally will face challenges regarding changing employee demographic patterns. The results showed that the leadership style and work motivation variables were significantly positive effect on the work productivity of employees of PT. Asiatek Solusi Indonesia [14]. The influence of leadership style and motivation on employee productivity was examined by Latief [15], and Soares [16] which showed that leadership style had a positive and significant effect on employee work productivity. This means that the better the leadership style adopted in the company will have an impact on increasing employee productivity. But contrary to the results of research conducted by Soares [16] which shows that motivation and leadership style have a positive but not significant effect on employee productivity.

Therefore, this study seeks to explain how the direct influence of leadership on employee work productivity and how the indirect influence of leadership on work productivity through mediating work motivation.

## II. METHODS

The method of collecting data for each variable used a questionnaire or questionnaire. While the sampling technique in this study uses purposive sampling theory, one of the non-random sampling techniques where the researcher determines the sampling by determining specific characteristics in accordance with the research objectives so that it is expected to be able to answer the research problem [17]. Samples were taken using purposive sampling method. With the purposive theory in calculating the sample size based on the employee's tenure. The population in this study were all employees of PT. Ramayana Lestari Sentosa, Tbk Branch of Malang City. The selected respondents are employees of PT Ramayana Lestari Sentosa who have worked for more than 5 years. In this case the researcher took a sample of 100 respondents.

The analysis method used in this research is multiple linear regression, including multiple correlation coefficients, multiple coefficient of determination and F test. This analysis is assisted with the help of SPSS software.

## III. RESULTS AND DISCUSSION

### A. Respondent Analysis

Based on gender, the majority of respondents were female as many as 85 employees (85%) while male respondents were 15 employees (15%). Based on age, the majority of respondents are between  $\leq 25$  years old, 66 employees (66%), 11 employees (11%) 26-30 years old, 10 employees aged 31 - 35 years (10%), 36-40 years old. year as many as 13 employees (13%). The characteristics of the respondents are presented in table 1.

TABLE I. CHARACTERISTICS OF RESPONDENTS

Gender	Frequency	Percentage
Women	85	85%
Male	15	15%
Total	100	100%
Age	Frequency	Percentage
$\leq 25$ years	66	66%
26-30 years	11	11%
31 - 35 Years	10	10%
36 - 40 Years	13	13%
Total	100	100%

### B. Findings of Research Variables

The findings of the leadership variable are shown in table 2. Leaders really have intelligence, high thinking power and competence in every decision taken. Competence can be obtained from training and work experience that has been passed so far. The leader in this case the store manager feels the need to give more trust to other employees, especially operational staff.

TABLE II. VARIABLES OF LEADERSHIP

Statement	Average	Information
KEP 1	4.51	"Strongly agree"
KEP 2	4.54	"Strongly agree"
KEP 3	4.39	"Strongly agree"
KEP 4	4.3	"Strongly agree"
KEP 5	4.47	"Strongly agree"
KEP 6	4.48	"Strongly agree"
KEP 7	4.39	"Strongly agree"
KEP 8	4.46	"Strongly agree"
KEP 9	4.21	"Strongly agree"
KEP 10	4.24	"Strongly agree"
KEP 11	3.65	"Agree"
KEP 12	3.55	"Agree"

The findings of the work motivation variable are shown in table 3. Through the work motivation that already exists in Ramayana Malang, employees are always reminded how to work by paying attention to the SOP (Standard Operational Procedure). Every meeting agenda or meeting between employees, there is monitoring and evaluation of their respective work achievements. Employees in his division. Although work motivation in Ramayana Malang is more inclined towards teamwork, in implementing policies to accelerate the achievement of targets, employees are given the freedom to take work initiatives.

TABLE III. VARIABLES OF WORK MOTIVATION

Statement	Average	Information
MOV 1	4.49	"Strongly agree"
MOV 2	4.55	"Strongly agree"
MOV 3	4.53	"Strongly agree"
MOV 4	4.09	"Strongly agree"
MOV 5	4.43	"Strongly agree"
MOV 6	4.39	"Strongly agree"
MOV 7	4.07	"Strongly agree"
MOV 8	3.92	"Agree"
MOV 9	4.04	"Strongly agree"
MOV 10	3.85	"Agree"

The findings of work productivity variables are shown in table 4. Each employee in his division already understands the direction given by the leadership so that employees can work effectively and efficiently. Employees are able to complete each assigned work responsibility with a low error rate. A good coordination relationship between the top leaders of the store, in this case the store manager with staff and employees is good enough.

TABLE IV. VARIABLES OF WORKING PRODUCTIVITY

Statement	Average	Information
PROD 1	4.3	"Strongly agree"
PROD 2	4.24	"Strongly agree"
PROD 3	4.23	"Strongly agree"
PROD 4	4.13	"Strongly agree"
PROD 5	4.34	"Strongly agree"
PROD 6	4.29	"Strongly agree"
PROD 7	4.17	"Strongly agree"
PROD 8	4.08	"Strongly agree"

### C. Hypothesis Testing

The influence of leadership (X1) and work motivation (X2) on work productivity (Y) can be seen in table 5 below:

TABLE V. WORK LEADERSHIP AND MOTIVATION TO WORK PRODUCTIVITY

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23,207	4,835		4,800	.000
LEADERSHIP	.013	.073	.018	.183	.855
WORK MOTIVATION	.233	.067	.334	3,483	.001

<sup>a</sup> Dependent Variable: WORK PRODUCTIVITY

Based on the analysis, the influence of leadership (X1) on work productivity (Y) shows that there is no positive and significant influence between leadership on employee work productivity. From the answers to the questionnaires filled in by respondents to employees of PT. Ramayana Lestari Sentosa, proves that the leadership at PT. Ramayana Lestari Sentosa does not only focus on Store Managers because there are leaders in each division. However, the results showed that there was a positive and significant influence between motivation and work productivity. answers to questionnaires filled in by respondents employees of PT. Ramayana Lestari Sentosa proves that work motivation is still the main focus for increasing employee productivity, which means that employees really need work motivation. Employees of PT. Ramayana Lestari Sentosa really masters and enjoys their field of work so that employees can be said to have high work motivation, employees always make plans in carrying out their work, so that the company's targets can be achieved. So from the results of research conducted shows that employees of PT. Ramayana

Lestari Sentosa has high work experience that increases the work productivity of employees at the company.

On the other hand, the influence of leadership and work motivation on work productivity is still weak. Meanwhile, among leadership and work motivation, which has a greater influence on employee work productivity is the element of work motivation. This situation raises the idea of utilizing the influence that work motivation has on work productivity in order to increase the contribution of leadership influence to employee work productivity. The results of this study indicate that the influence of leadership on employee productivity is the lowest influence. When leadership is viewed from a broader perspective where there are many factors that influence leadership.

In addition, observations from the results of filling out the questionnaire, with the development of work motivation training and good leadership can improve employee performance to complete their work. Observations from the results of filling out the questionnaire, employees at PT. Ramayana Lestari Sentosa considers the work he does is not too important. Company leaders can explain to employees that work is the most important thing. If employees think that work is the most important thing, work productivity of employees at PT. Ramayana Lestari Sentosa will increase even more.

## IV. CONCLUSION

Based on the research results, leadership does not have a positive and significant impact on employee work productivity, so that company management should review the organizational structure of the company so that the highest leadership is directly in the Store Manager, not in each division, there must be a leader. Work motivation has a significant influence on work productivity so that leaders must often hold training related to work motivation so that employees feel fully supported so that it can produce high productivity.

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