The International Journal of Social Sciences World
TIJOSSW is Available Online at:
https://www.growingscholar.org/journal/index.php/TIJOSSW
Vol. 3 No. 2, December 2021, pages: 25~32
DOI: https://doi.org/10.5281/zenodo.5131374
ISSN **2690-5167**
Growingscholar Publisher

Transformational Leadership and Work Motivation on Work Productivity Mediated by Work Engagement: An Introductory Analysis

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Article history: Received May, 30 2021; Accepted: July 10, 2021; Displayed Online: July, 25 2021; Published: December, 30 2021

Keywords

Transformational Leadership;
Work Motivation;
Work Engagement;
Work Productivity;

Abstract

This study aims to understand and analyze transformational leadership, work motivation, and work engagement that affect work productivity. In this study there is a mediating variable, so this study also analyzes the effect of transformational leadership and work motivation on work productivity with work engagement as a mediating variable. A quantitative approach was used in research with an explanatory design. The technique of determining the sample size uses the Slovin formula, so that the number of representative samples in the study is 184 respondents. Next, it used a Structural Equation Model (SEM) approach with the Smart PLS version 3.2.9 program. Based on the results of research that has been done, it was found that transformational leadership, work motivation, and work engagement partially have a significant positive effect on work productivity. It was also found that there was a significant positive effect between transformational leadership and work motivation on work engagement. Furthermore, work engagement has been shown to mediate the effect of transformational leadership and work motivation in a significant positive way on work productivity.

1. Introduction

Human resources are the resources needed in carrying out business activities within the company. It plays a very important role because the company cannot achieve its goals without this factor. Human resources is run properly will maximize the available resources. It often plays an active role in company activities, this is due to human attitudes, namely planning, partnering and

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setting goals. Each company often faces different obstacles in managing employees because companies have different ideas, emotions, status, desires, and origins, so companies need to organize and motivate employees so that the company can achieve its goals. Human resources are very vital, so companies must be able to make their human resources productive, because these companies can easily achieve organizational goals if they are supported by highly productive employees.

Research on employee productivity in this study was conducted at PT. Wijaya Karya Realty (WIKA), Tbk. Wika Realty aims to develop the property and realty business, which includes consulting, planning, construction and land clearing services. The purpose of the company to participate in real estate, property services, and other than tax law services. In 2001, Wika Realty diversified its business, the first to only focus on real estate producers, and developed into three main businesses, namely commercial real estate development, property management, and construction.

Currently, the productivity of Wika Realty employees is not optimal, as can be seen from the productivity table. Based on the documentation data from Wika Realty, it can be seen information that explains that the management of employee productivity has not met the indicators that have been set. WIKA's employee productivity in 2020 can be seen in Table 1 below.

Table 1. Employee Productivity of Wika Realty in 2020

No	Performance Appraisal	Category	Percentage	Target	Total
1	70-80	Enough	50%	100	90
2	81-90	Good	35%	100	64
3	>90	Excelent	15%	100	28
					182

Based on Table 1, it is known that 90 out of 182 employees (50%) still have sufficient category, and 64 (35%) employees get a good rating. Therefore, the performance of Wika Real Estate employees needs to be further improved. Employee productivity depends on the leadership implemented. If leadership meets employee expectations, employee productivity will increase. Motivation becomes the impetus for others to act. The more confident the employee is in his superiors and the higher his work motivation, the more productive the performance shown.

As previously explained, several studies have raised the issue of human resources. This statement is supported by the findings of Arshad, Siwi, and Sumampow (2015), which show that transformational leadership and motivation have a decisive influence on productivity. Therefore, work motivation plays an important role in increasing productivity, because people with high work motivation try their best to do their jobs well and increase productivity (Hasibuan, 2017).

In addition to leadership and work motivation factors, companies must also pay attention to work engagement issues as one of the factors that increase productivity. In the workplace, a leader can provide support and inspiration to subordinates, because leadership is the driving force and determining force for the organizational development process (Yukl, 2016).

Previous research by Naidah and Musa (2016); Suhartinah (2018) shows that transformational leadership has a positive and significant effect on productivity. The results of previous research (Ishaya, 2017; Yulasmi, 2015) show that motivation has an effect on employee productivity. Hasibuan (2019); Mardiana and Sudiartha (2019) showed that transformational leadership has a positive and significant effect on employee engagement. Muliawan et al. (2017) noted that employee engagement has an impact on employee performance.

A review of previous studies shows that the results of one study differ from one another. Therefore, researchers may want to use transformational leadership and motivation as independent variables or directly affect work efficiency by using employee engagement as a mediating variable. Model for reviewing work productivity models. Affect work efficiency. This is why researchers are interested in conducting a study entitled "The Influence of Transformational Leadershp and Work Motivation on Work Productvity Mediated by Work Engagement".

Based on what has been described, the current study is conducted to get scientific answers to questions as stated below. (1) Does transformational leadership affect the work productivity of PT. Wijaya Karya Realty? (2) Does work motivation affect the work productivity of PT. Wijaya Karya Realty? (3) Does transformational leadership affect the work engagement productivity of PT. Wijaya Karya Realty? (4) Does work motivation affect the work engagement productivity of PT. Wijaya Karya Realty? (5) Does work engagement affect the work productivity productivity of PT. Wijaya Karya Realty? (6) Does work engagement mediate the effect of transformational leadership on the work productivity productivity of PT. Wijaya Karya Realty? (7) Does work engagement mediate the effect of work motivation on work productivity productivity of PT. Wijaya Karya Realty?

2. Materials and Methods

The research method used was a quantitative research method to find the relationship between the independent variables, namely transformational leadership (X1), work motivation (X2), and work engagement (Z) as mediating variable on the variable. The dependent is work productivity (Y). The research uses quantitative methods with explanatory or causal design. In this study, the population of concern to the researchers were all employees of PT. Wijaya Karya Realty as many as 340 people. Sampling using non-probability sampling method with purposive sampling technique. To determine the size of the sample to be studied from all employees at PT. Wijaya Karya Realty used the Slovin formula. The sample obtained in this study was 184 respondents, but to avoid incomplete filling of the respondents and errors in filling out by the respondents, the researchers spread as many as 200. The data of this study used primary data which was carried out by distributing questionnaires in the form of google forms to employees. PT. Wika Realty. The data analysis method in this study uses a Structural Equation Model (SEM) approach with a measurement model using the Smart PLS version 3.2.9 program.

3. Results and Discussions

Coefficient of Determination Test/*R Square* (R^2)

Table 2. Value of R Square (R^2)

	R Square
Work Attachment	0,942
Work Productivity	0,954

Source: Results of Data Processing with SmartPLS version 3.2.9 (2021)

Seen in Table 2, the relationship between constructs based on the value of R Square can be explained as follows.

1. The value of R Square on the job engagement variable is 0.942. This shows that 0.942 or 94.2% of work engagement variables can be strongly influenced by transformational leadership and work motivation variables, while the remaining 5.8% is influenced by other variables outside the research.
2. The value of R Square on the work productivity variable is 0.954. This shows that 0.954 or 95.4% of the work productivity variable can be strongly influenced by the variables of transformational leadership, work motivation and work engagement, while the remaining 4.6% is influenced by other variables outside of the research.

Hypothesis testing

Calculation of hypothesis testing using SmartPLS version 3.2.9 can be seen from the path coefficient value, namely the t-statistic value of the relationship between variables in the study. The output coefficients between variables can be seen in the following path, which can be seen in Figure 1 below.

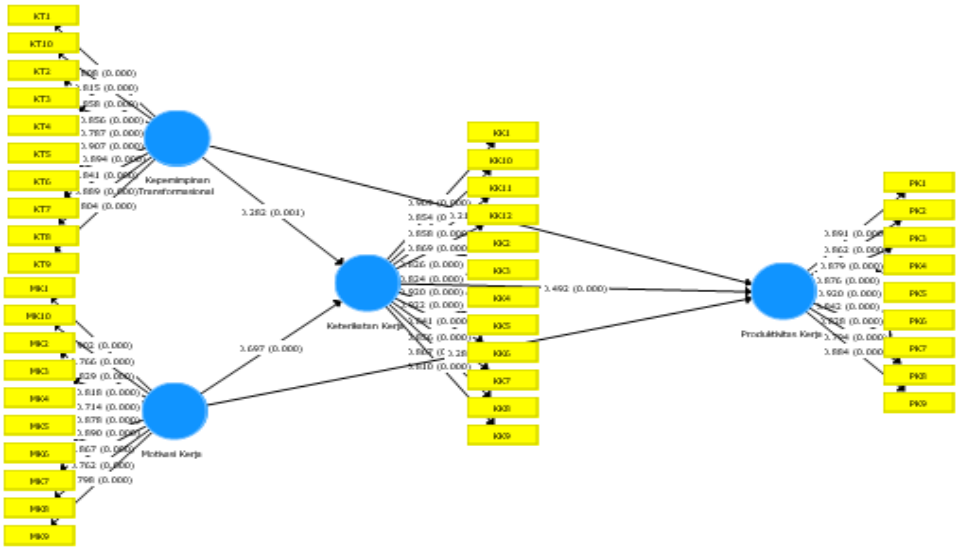


Figure 1.
Original Sample (Coefficient)
Source: Results of Data Processing with SmartPLS version 3.2.9 (2021)

The results of the hypothesis based on Figure 1 above, can be seen more clearly in the following table.

Table 3. Value of Path Coefficient, t-statistics and p-values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Transformational Leadership -> Work Productivity	0,215	0,210	0,080	2,673	**0,008**
Work Motivation -> Work Productivity	0,282	0,264	0,119	2,377	**0,018**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Transformational Leadership -> Job Engagement	0,282	0,287	0,084	3,333	**0,001**
Work Motivation -> Work Engagement	0,697	0,692	0,084	8,259	**0,000**
Work Engagement -> Work Productivity	0,492	0,514	0,126	3,892	**0,000**
Transformational Leadership -> Job Engagement -> Work Productivity	0,138	0,146	0,054	2,584	**0,010**
Work Motivation -> Job Engagement -> Work Productivity	0,343	0,357	0,105	3,274	**0,001**

Source: Results of Data Processing with SmartPLS version 3.2.9 (2021)

Discussion

Effect of Transformasional Leadership on Work Productivity (H1)

Based on Table 4 above, the results of testing the first hypothesis on the transformational leadership variable on work productivity resulted in a t-statistics value of 2.673 > t-table of 1.972, and a p-value of 0.008 < 0.05. Thus H1 is accepted, so it can be concluded that the transformational leadership variable has an effect on work productivity. The results of this study are in line with research conducted by Naidah and Musa (2016) which found a positive and significant influence between transformational leadership styles on employee work productivity. Likewise with Suhartinah (2018) which revealed that the transformational leadership style has a positive effect on employee work productivity. Thus, a leader with a transformational style, employees will feel happy and challenged to do better in order to get the maximum possible results. A leader with a transformational leadership style will easily achieve organizational goals and objectives (Arsyad et.al., 2015).

Effect of Work Motivation on Work Productivity (H2)

Based on Table 4 above, the results of testing the second hypothesis on the work motivation variable on work productivity resulted in a t-statistics value of 2.377 > t-table of 1.972, and a p-value of 0.018 < 0.05. Thus H2 is accepted, so it can be concluded that the variable of work motivation has an effect on work productivity. Thus, employees who have high motivation will have high morale so that they can provide better results for the company. This has a positive impact on the company and employees will get feedback in the form of promotions, bonuses and others that cause employee work motivation to continue to increase along with the results obtained from the company. Thus, motivation plays a very important role in encouraging employees to be more enthusiastic and productive in increasing work productivity. The results of this study support the research of Yulasmi (2015) which found a significant positive effect of motivation on employee work productivity. This result is also in line with Ishaya's research (2017) which states that motivation affects employee productivity. This shows that the higher the motivation obtained by employees, the higher the work productivity of employees.

Effect of Transformasional Leadership on Work Engagement (H3)

Based on Table 4.19 above, the results of testing the third hypothesis on the transformational leadership variable on work engagement resulted in a t-statistics value of 3.333 > t-table of 1.972, and a p-value of 0.001 < 0.05. Thus H3 is accepted, so it can be concluded that the transformational leadership variable has an effect on work engagement. Transformational leadership style has an important role in the organization because it is able to inspire employees to achieve higher organizational goals and also pay attention to the needs and welfare of employees. So that employees will feel cared for by their leaders and will increase their work engagement (Raharjo and Witiastuti, 2016). The success of the organization in achieving higher performance depends on the effectiveness of the leader in managing the resources of the organization. The behavior possessed by transformational leaders provides enthusiasm and enthusiasm for employees by being a role model.

Effect of Work Motivation on Work Engagement (H4)

Based on Table 4.19 above, the results of testing the fourth hypothesis on the work motivation variable on Work Engagement resulted in a t-statistics value of 8.259 > t-table of 1.972, and a p-value of 0.000 <0.05. Thus H4 is accepted, so it can be concluded that the work motivation variable has an effect on work engagement. The results of this study are in line with the findings of Insan (2017) who found that motivation has a significant influence on work engagement with a positive relationship direction. This research is also in line with research by Paramarta and Kasih (2018) which reveals that motivation affects employee engagement. This result is in accordance with the opinion of Samsudin in Sari (2016) that motivation is a process of influencing or encouraging from a broad perspective on a person or work group so that they want to carry out something that has been determined. Both encouragement from others and from oneself to do a job consciously and enthusiastically to achieve certain targets.

Effect of Work Engagement on Work Productivity (H5)

Based on Table 4.19 above, the results of testing the fifth hypothesis on the Job Engagement variable on Work Productivity resulted in a t-statistics value of 3.892 > t-table of 1.972, and a p-value of 0.000 < 0.05. Thus H5 is accepted, so it can be concluded that the Job Engagement variable has an effect on work productivity. The results of this study support Kusumawati's research (2017) which finds employee engagement has a significant positive effect on employee work productivity. This result is also in line with Muliawan et al. (2017) stated that employee engagement has an effect on employee work productivity. Employees who have high engagement tend to have better performance because they have positive feelings and do not make their work a burden.

Thus, positive emotions and great enthusiasm for work that are manifested in the form of high work engagement will make employees feel a great sense of belonging to the company, which in turn will result in high productivity. This productivity ultimately has an impact on profit growth and company growth (Kusumawati, 2017).

Effect of Transformasional Leadership Mediates Work Engagement on Work Productivity (H6)

Based on Table 4.19 above, the results of testing the sixth hypothesis on the transformational leadership variable on Work Productivity mediated by job engagement resulted in a t-statistics

value of 2.584 > t-table of 1.972, and a p-value of 0.010 < 0.05. Thus H6 is accepted, so it can be concluded that the variable of transformational leadership has an effect on work productivity which is mediated by work engagement. Employee performance is inseparable from leadership and a sense of commitment. So it can be said that there is a relationship between transformational leadership, employee engagement, and employee performance. The results of this study are in line with research conducted by Mardiana and Sudiartha (2019) that transformational leadership has a positive and significant effect on employee engagement. Previous research by Naidah and Musa (2016) found that transformative leadership style has a positive and significant effect on employee productivity. Setjoadi et al. (2016) stated that transformational leadership through employee engagement has a positive and significant effect on employee performance.

Effect of Work Motivation Mediates Work Engagement on Work Engagement (H7)

Based on Table 4.19 above, the results of testing the fourth hypothesis on the work motivation variable on work productivity mediated by job engagement resulted in a t-statistics value of 3.274 > t-table of 1.972, and a p-value of 0.001 < 0.05. Thus H7 is accepted, so it can be concluded that the variable of work motivation has an effect on work productivity which is mediated by work engagement.This result is supported by research conducted by Paramarta and Kasih (2018) which states that motivation affects employee engagement. Also research by Yulasmi (2015) states that there is a significant influence of motivational variables on employee work productivity. Then Pringgabayu and Dewi (2018) in their research also found the effect of employee motivation on employee performance through employee engagement as an intervening variable.

4. Conclusion

Based on the results of the research that has been done, it can be concluded some of these studies are as follows:

1. Transformational leadership has a significant positive effect on work productivity.
2. Work motivation has a significant positive effect on work productivity.
3. Transformational leadership has a significant positive effect on job engagement.
4. Work motivation has a significant positive effect on work engagement.
5. Work engagement has a significant positive effect on work productivity.
6. Transformational leadership has a significant positive effect on work productivity mediated by job engagement.
7. Transformational leadership has a significant positive effect on work productivity mediated by job engagement.

Acknowledgement

The authors offer their gratitude to the growingscholar publisher for its great works in reviewing and publishing this research.

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