
Leader Behavior, Ability and Work Motivation in Developing Employee Productivity

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Abstract:

The work process is influenced by various factors, such as leadership, motivation, and employee performance, all of which impact a company's productivity. At Aerofood ACS Surabaya, a decline in labor productivity has been observed, prompting the author to conduct an in-depth study on the contributing factors. This research adopts a quantitative approach to examine the effects of leadership behavior, work skills, and motivation on employee productivity at Aerofood ACS Surabaya. The data analysis revealed no issues of multicollinearity or singularity, as indicated by a determinant of the sample covariance matrix of 978.20, which is greater than zero. This fulfills the necessary assumption, strengthening confidence in the regression coefficients for each factor, as validated by the causality test. The findings indicate that leadership behavior does not have a direct impact on employability, while work motivation directly affects work efficiency. In conclusion, leadership behavior, work abilities, and motivation collectively influence productivity levels, making a significant contribution to understanding these dynamics.

Keywords: *Employees, Performance, Motivation, Leaders, Productivity*

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1. Introduction

Aerofood ACS Surabaya is a company specializing in the provision of in-flight food and beverages, primarily serving Juanda Airport in Surabaya. The company caters to both domestic and international airlines, offering services such as catering, food storage, and inventory management. With its commitment to meeting stringent food safety and quality standards, Aerofood ACS Surabaya plays a critical role in Indonesia's aviation industry, prioritizing customer safety, comfort, and satisfaction.

However, observations at Aerofood ACS Surabaya, supported by information from company leaders, reveal a decline in employee productivity. The workforce decreased from 502 employees in December 2022 to 420 employees in December 2023. This decline is marked by frequent delays in delivering catering services and products, which may stem from factors such as inadequate employee skills, low individual motivation, and potentially ineffective leadership behavior. These issues raise concerns about the underlying factors affecting employee productivity and the overall organizational performance.

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Previous research has explored similar themes but has left significant gaps in understanding the nuanced interplay of leadership, employee skills, and motivation in specific industries such as aviation catering. For instance, Khalfan Al-Bahri and Othman (2019) examined how leadership influences motivation and productivity, highlighting the importance of trust, cooperation, and a positive work culture in fostering employee performance. However, their study focused on the water sector in Oman, with findings that may not fully translate to the aviation catering context.

Similarly, Fatmasari (2023) identified multiple factors influencing productivity, including motivation, discipline, and work climate. While the study emphasized the importance of workforce management and efficiency, it lacked a specific focus on the service industry and leadership's role in shaping these outcomes. Dewi (2023) and Qomariah & Martini (2022) also highlighted the critical role of leadership quality and systematic planning in driving performance. However, these studies primarily addressed general management practices without exploring the direct interaction between leadership behavior, employee capabilities, and work motivation in a highly regulated and dynamic environment like aviation catering.

Motivation, as highlighted by Allysa and Rusdi (2020), plays a pivotal role in shaping employee satisfaction, obedience, and productivity. Yet, research that integrates motivation with leadership behavior and individual abilities to comprehensively analyze productivity in service industries remains limited.

The research gap lies in the lack of industry-specific studies that examine how leadership behavior, employee capabilities, and motivation collectively impact productivity, particularly in aviation catering, which has unique operational challenges and demands. Addressing this gap is crucial for companies like Aerofood ACS Surabaya, where employee productivity directly influences service delivery, customer satisfaction, and profitability.

This study aims to fill this gap by investigating the "Effect of Leader Behavior, Ability, and Work Motivation on Employee Productivity at Aerofood ACS Surabaya." By focusing on these interconnected factors, the research seeks to provide actionable insights for improving employee performance, fostering a conducive work environment, and supporting the company's long-term sustainability. This study not only contributes to academic literature but also offers practical implications for management strategies in service industries.

2. Theoretical Background

Human Resources

Human resources are one of the most important assets for any company, which includes not only the number of employees but also the expertise, knowledge and skills they bring to the organization. Human resource management (HRM) is responsible not only for recruiting and retaining a qualified workforce, but also for managing the relationship between the company and employees (Hamouche, 2023).

With an effective approach to HR management, companies can improve their performance, innovation and competitiveness in the market, while ensuring employee satisfaction and development as part of a long-term growth strategy.

Leader Behavior

According to Paul Hersey and Ken Blanchard in Pulina's book (2019:6), they use behaviors related to tasks and relationships to explain the same concept by considering and initial structure consisting of providing direction. Kouzes & Posner, (2019: 853) identify leader behavior using The Five Practices of Exemplary Leadership Framework which consists of:

- 1) The Way model (showing the way).
- 2) Inspire a Shared Vision
- 3) Challenge the Process
- 4) Enable Others to Act
- 5) Encourage the Heart

Employability

The main factor that can affect work efficiency is individual skills and achievements in a professional context, where each employee must have relevant expertise to achieve their job goals properly (Alifah & Rinaldi, 2022: 37). Pak et al. (2023:7) examined the use of seven work ability indices as indicators in their research. The indices include: 1) current employability compared to lifetime best, 2) employability in relation to job demands, 3) number of recent illnesses diagnosed by a doctor, 4) expected work interruption due to illness, 5) sick leave over the past year (12 months), 6) predicted employability over the next two years, and 7) mental resources. This study aims to investigate the relationship between these factors and employee productivity and well-being, illustrating the importance of considering these aspects in human resource management to support optimal performance in the work environment.

Work Motivation

Motivation is something that can move the passion of a person or group to do or not do something (Setiyani et al., 2020: 5). Virgiawan et al., (2021: 68) in his research defines work motivation as the direction, intensity and persistence of work-related behavior that the organization wants. This condition can create challenges and can be extrinsic or intrinsic.

Work Productivity

Work productivity refers to the level of efficiency and effectiveness in producing certain results or outputs in a work context. It is often measured by comparing the amount of output or result produced with the amount of input expended, such as time, labor, and other resources. High work productivity indicates that the resources used have been optimally utilized to achieve the set goals. Factors that affect work productivity include the level of motivation of employees, their skills and abilities, effective time management, technology used in the work process, as well as working conditions and the physical environment of the workplace. Improving work

productivity is a key objective for companies to increase operational efficiency, innovation, and competitive advantage in a competitive market.

The Effect of Leader Behavior on Employee Work Ability

The results of a study conducted by Mayer and his colleagues (2023:101) showed that task-focused leadership approaches jointly increased work efficiency and subjective satisfaction with the leadership style, while relationship-focused leadership behaviors decreased it.

H1 : Leader Behavior Variable (X1) has a significant effect on performance (Y)

The Effect of Work Ability on Employee Productivity

Research by Sudatip et al. (2022) also found that there is a positive relationship between participation in physical activity when communicating with work performance, which can improve employee work efficiency.

H2 : Work Ability variable (X2) has a significant impact on the level of work motivation (Y)

The Effect of Work Motivation on Employee Productivity

Motivation in work is an encouragement that spurs a person to have enthusiasm in working together, performing effectively, and aligning their abilities and efforts to achieve satisfaction from the results achieved. This motivation has a positive impact and has a major effect on the work productivity of employees (Juliarta et al, 2019).

H3 : Work Motivation variable (X3) has a significant influence on the results of work productivity (Y)

The Effect of Leader Behavior on Employee Productivity through Work Ability and Motivation

Leadership roles and functions can be distributed to individuals within the team or equally. Furthermore, there is the possibility of shared leadership within formal and informal team structures. The sharing of leadership responsibilities to several people initially does not mean that there is no longer a formal leader. Situationally appropriate leadership behaviors are essential to overcome this challenge, so that team members feel well supported at the task and relationship level (Mayer et al., 2023:91).

H4 : Leader Behavior Variable (X1) has a significant effect on work productivity (Y) through Work Ability (X2) and Work Motivation (X3) variables.

3. Methodology

This study uses a method that suits its purpose, namely a quantitative approach, to examine the impact of leadership behavior, work skills, and motivation on employee productivity at Aerofood ACS Surabaya, while the research design is descriptive research and correlational. Correlational Research is used to identify how much influence independent variables such as leader behavior, skills, and motivation have in the context of employee productivity at Aerofood ACS Surabaya. Correlational Research is used to identify how much influence independent variables such as leader

behavior, skills, and motivation have in the context of employee work productivity at Aerofood ACS Surabaya.

This study has a population of employees at Aerofood ACS Surabaya with a total of 420 people according to data from Human Capital provided as respondents who can provide information about Ability. In this study, the sample consisted of 108 individuals classified by their group. The research instrument used a type of questionnaire that was tested for validity and reliability. Data was collected through field observation and questionnaire distribution. The data that has been collected is then adapted according to the needs of the analysis using a statistical analysis technique called Structural Equation Modeling.

Data analysis involved descriptive statistical tests, classical assumption tests (including normality test, multicollinearity test, and autocorrelation test), multiple linear analysis, and hypothesis testing. The analysis was conducted using SPSS (Statistical Package for the Social Sciences) software. This study has variables consisting of Leader Behavior (X1), Work Ability (X2), Work Motivation (X3), Work Productivity (Y).

The following is a conversion sequence diagram for this study:

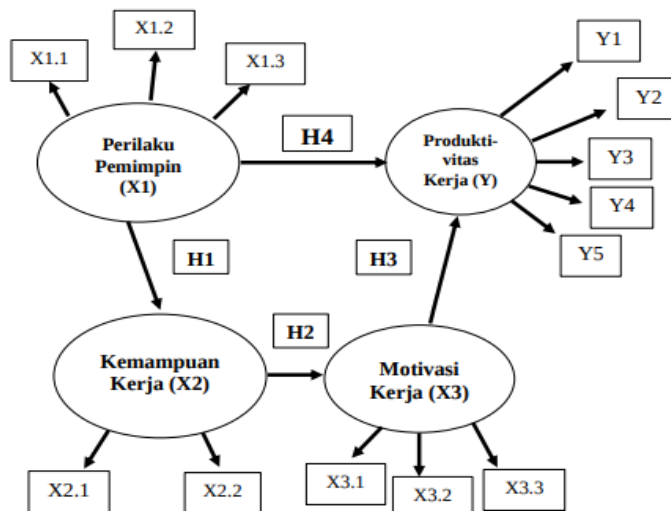


Figure 1. Path Diagram Conversion Framework (Path Diagram)

There are three methods of testing the hypothesis of the Structural Equation Modeling model used as test parameters, namely:

1. Measurement with the t-test is used to test in determining the significance of the estimated parameters in Structural Equation Modeling and model testing.
2. The coefficient of total determination (R^2) is used for structural testing; and To assess the overall model both in terms of structure and measurement, testing of the overall model fit is carried out. This test aims to determine whether the model meets the criteria for good acceptance (goodness of fit).

4. Empirical Findings/Result

General Description

Aerofood ACS (Garuda Indonesia Group) has maintained its reputation by providing best-in-class premium catering services for more than 49 years serving international standard flights. In 1974, the company began to achieve success. This study involved 420 employees of Aerofood ACS Surabaya, of which 108 were selected as respondents to collect data regarding leader behavior, ability, and work motivation on employee work productivity.

The data analysis included all 108 returned questionnaires as they were all completed by the intended respondents. After the respondents' answers were checked and corrected, scoring was done on their answers. The researchers scored the respondents' responses on a scale of 1-5. Then, they tested the instrument with 108 pre-prepared questionnaires.

Respondent Characteristics

From 108 Aerofood ACS Surabaya employees who have filled out the questionnaire, the following information can be seen:

- 1) Gender consists of 52.80% male and 47.20% female.
- 2) Age consists of 25-35 years 81.50%, 36-45 years 15.70%, and 46-55 years 2.80%.
- 3) Education level: High school-equivalent 78.7% and bachelor's degree 21.3%
- 4) Position levels are as shown in the following table:

Table 1. Department of Respondents

No.	Position Level	Total	Percentage
1	General Manager	1	0,90%
2	Secretary General Manager	1	0,90%
3	Human Capital	7	6,50%
4	Finance	6	5,60%
5	Quality Control and Security	5	4,60%
6	Sales and Marketing	5	4,60%
7	Production	50	46,30%
8	Delivery and Service	12	11,10%
9	Unit	12	11,10%
10	Engineering	9	8,40%
Total		108	100%

Source: Data processed by the author

Results Presentation of data

The data collected in this study were processed according to the needs of the analysis using the Structural Equation Modeling technique for respondents' answers to the questionnaire given. The following are the results:

1) Leader Behavior Variable at Aerofood ACS Surabaya (X 1)

Table 2. Respondent Response Results for Lead Behavior Variable (X 1)

NO.	STATEMENT	ANSWER SCORE (IN PERCENTAGE)					TOTAL
		SS	S	N	TS	STS	
Indicator of Follower Preparation Maturation Technique							
1	X1_1	59	472	0	0	108	
Percentage		54,50%	43,65%	1,85 %	0 %	0 %	100 %
Indicators of Human Relations Techniques							
2	X1_2	53	512	2	0	108	
Percentage		49,10%	47,20%	1,85%	1,85%	0 %	100%
Indicator of Modeling Technique							
3	X1_3	54	52	2	0	0	108
Percentage		50,00%	48,15%	1,85%	0 %	0 %	100%
Percentage X1_1, X1_2 & X1_3		51,85%	46,30%	1,85%	0%	0 %	100%

Source: Data processed by the author

Description: SS : Strongly Agree S: Agree N: Neutral TS: Disagree

2) Employee Work Ability Variable at Aerofood ACS Surabaya (X 2)

Table 3. Results of Respondent Answers for Work Ability Variables (X 2)

NO.	STATEMENT	ANSWER SCORE (IN PERCENTAGE)					TOTAL
		SS	S	N	TS	STS	
Knowledge Indicator							
1	X2_1	51	53	4	0	0	108
Percentage		47,20%	49,10%	3,70%	0 %	0 %	100%
Skill Indicator							
2	X2_2	54	50	2	1	1	108
Percentage		50,00%	46,15%	1,85%	1,00%	1,00%	100%
X2_1 & X2_2 Percentage		49,05%	47,1%	1,85%	1,00%	1,00%	100%

Source: Data processed by the author

Description: SS : Strongly Agree S: Agree N: Neutral TS: Disagree STS: Strongly Disagree

3) Employee Work Motivation Variable at Aerofood ACS Surabaya (X 3)

Table 4. Results of Respondent Answers for Work Motivation Variables (X 3)

NO.	STATEMENT	ANSWER SCORE (IN PERCENTAGE)						TOTAL
		SS	S	N	TS	STS		
1	2	3	4	5	6	7	8	
Indicators of the Need for Work Achievement								
1	X3_1	50	54	4	0	0		108

Percentage		46,15%	50,00%	3,85 %	0 %	0 %	100 %
Indicator of Need for Cooperation							
2	X3_2	55	51	2	0	0	108
Percentage		50,90%	47,25%	1,85%	0 %	%	100%
Need for Hard Work Indicator							
3	X3_3	53	52	2	1	0	108
Percentage		49,05%	48,15%	1,85%	0,95%	0%	100%
Percentage of X3_1, X3_2 & X3_3		48,15%	48,15%	2,75%	0,95%	0%	100%

Source: Data processed by the author

Description: SS : Strongly Agree S: Agree N: Neutral TS: Disagree STS: Strongly Disagree

4) Employee Work Productivity Variable at Aerofood ACS Surabaya (Y)

Table 5. Frequency of Respondent Response Results for Work Productivity Variable (Y)

NO.	STATEMENT	ANSWER SCORE (IN PERCENTAGE)					TOTAL
		SS	S	N	TS	STS	
Indicator More than Meets Job Qualifications							
1	Y_1	54	53	1	0	0	108
Percentage		50,00%	49,05%	0,95%	0 %	0 %	100 %
Highly Motivated Indicator							
2	Y_2	52	54	2	0	0	108
Percentage		48,15%	50,00%	1,85%	0 %	0 %	100%
Indicators of Having a Positive Job Orientation							
3	Y_3	53	52	3	0	0	108
Percentage		49,05%	48,15%	2,80%	0 %	0 %	100%
Maturity Indicator							
4	Y_4	54	52	2	0	0	108
Percentage		50,00%	48,15%	1,85%	0 %	0 %	100%
Indicator of Getting along Effectively							
5	Y_5	53	54	1	0	0	108
Percentage		49,05%	50,00%	0,95%	0 %	0 %	100%
Percentage Y1,Y2,Y3,Y4&Y5		50,00%	48,15%	1,85%	0%	0 %	100%

Source: Data processed by the author

Description: SS : Strongly Agree S: Agree N: Neutral TS: Disagree STS: Strongly Disagree

Hypothesis Testing Results

1) Testing for Data Outliers

Table 6. Outlier Data Calculation Results

DESCRIPTION	MINIMUM	MAXIMUM	MEAN	STD. DEVIATION	N
Predicted Value	32,523	86,010	76,600	25,463	108
Std. Predicted Value	-3,486	1,085	0,000	2,000	108
Standard Error of Predicted Value	7,203	21,845	12,080	1,570	108
Adjusted Predicted Value	21,5845	87,133	54,380	14,526	108
Residuals	-61,820	61,132	0,000	23,720	108
Std. Residual	-1,850	1,830	0,000	0,825	108
Stud. Residual	-1,074	1,006	0,000	1,004	108
Deleted Residual	-71,446	74,810	0,009	39,118	108

Stud. Deleted Residual	-1,006	1,040	0,001	1,008	108
Mahalanobis Distance [MD]	4,320	37,089	14,766	6,027	108
Cook's Distance	0,000	0,056	0,008	0,011	108
Centered Leverage Value	0,031	0,262	0,112	0,054	108
(a) Dependent Variable: NO. RESP					

Source: Data processed by the author

With the number of questionnaire question items as many as 51 (fifty-one), the X^2 (chi squared) value of 0.001 is 30.680. From the results of the mahalanobis analysis, it was found that the value of 37.089 exceeded the X^2 (chi squared) table value of 30.680, so it can be concluded that in the next analysis totaling 108 respondents there was no outliers data.

2) Testing the Reliability of Data

Table 7. Data Reliability Calculation Results

CONSTRUCT	INDICATOR	ITEM TO TOTAL CORRELATION	CRONBACH ALPHA COEFFICIENT
Leader Behavior	X11	0,876	0,771
	X12	0,776	
	X13	0,722	
Employability	X21	0,873	0,768
	X22	0,775	
Work Motivation	X31	0,721	0,776
	X32	0,742	
	X33	0,787	
Work Productivity	Y1	0,843	0,745
	Y2	0,753	
	Y3	0,776	
	Y4	0,732	
	Y5	0,755	

Source: Data processed by the author

3) Testing for Data Validity

Table 8. Results of Data Validity Calculation

CONSTRUCT	INDICATOR	LOADING FACTOR			
		1	2	3	4
Leader Behavior	X11	0,776			
	X12	0,787			
	X13	0,785			
Employability	X21		0,767		
	X22		0,733		
Work Motivation	X31			0,723	

Work Productivity	X32	0,622
	X33	0,675
	Y1	0,645
	Y2	0,621
	Y3	0,726
	Y4	0,733
	Y5	0,664

Source: Data processed by the author

4) Testing of Construct Reliability and Variance Extracted

Table 9. Results of Calculation Construct Reliability and Variance Extracted

CONSTRUCT	INDICATOR	STANDARDIZED FACTOR LOADING	SFL QUADRATES	ERROR[EJ]	CONSTRUCT RELIA- BILITY	VARIANCE EXTRACTED
1	2	3	4	5	6	7
Leader Behavior	X11	0,755	0,553	0,443	0,766	0,000
	X12	0,776	0,524	0,674		
	X13	0,757	0,647	0,457		
Employability	X21	0,873	0,692	0,320	0,787	0,000
	X22	0,775	0,552	0,660		
Work Motivation	X31	0,721	0,473	0,749	0,766	0,000
	X32	0,742	0,645	0,575		
	X33	0,787	0,715	0,487		
Work Productivity	Y1	0,843	0,522	0,690	0,849	0,000
	Y2	0,753	0,580	0,632		
	Y3	0,776	0,750	0,463		
	Y4	0,732	0,391	0,831		
	Y5	0,755	0,190	0,721		
Acceptable Limit					≥ 0,7	≥ 0,5

Source: Data processed by the author

5) Testing for Data Normality

Table 10. Results of Data Normality Calculation

VARIABLE	MIN	MAX	KURTOSIS	C.R.
1	2	3	4	5
X11	1,76	5	-0,576	-0,122
X12	2	5	-0,633	-0,213
X13	2,1	5	-0,640	-0,156
X21	1,56	5	-0,561	-0,325
X22	2,34	5	-0,650	-1,430
X21	2	5	0,386	0,772
X22	2	5	-0,720	-1,021
X23	3	5	-0,620	-1,583
Y1	3	5	1,471	3,442
Y2	2	5	-0,461	-1,321
Y3	2	5	-0,927	-2,273

Y4	3,5	5	-0,470	-1,212
Y5	3	5	-0,464	-0,844
Multivariate			10,055	2,843
Normal Limits				± 2,67

Source: Data processed by the author

Based on the tests conducted above, the results show that the multivariate c.r. value is outside ± 2.6 , indicating that the normality assumption is not met.

6) Analysis with Structural Equation Modeling

In SEM, the measurement model and structural model are estimated simultaneously. This approach often faces challenges in achieving an adequate model fit, possibly due to the complex interactions between the measurement model and the structural model estimated together. The figure and table below are the results of the estimation and fit model of the one step approach to SEM using the Amos 22 application program, as follows:

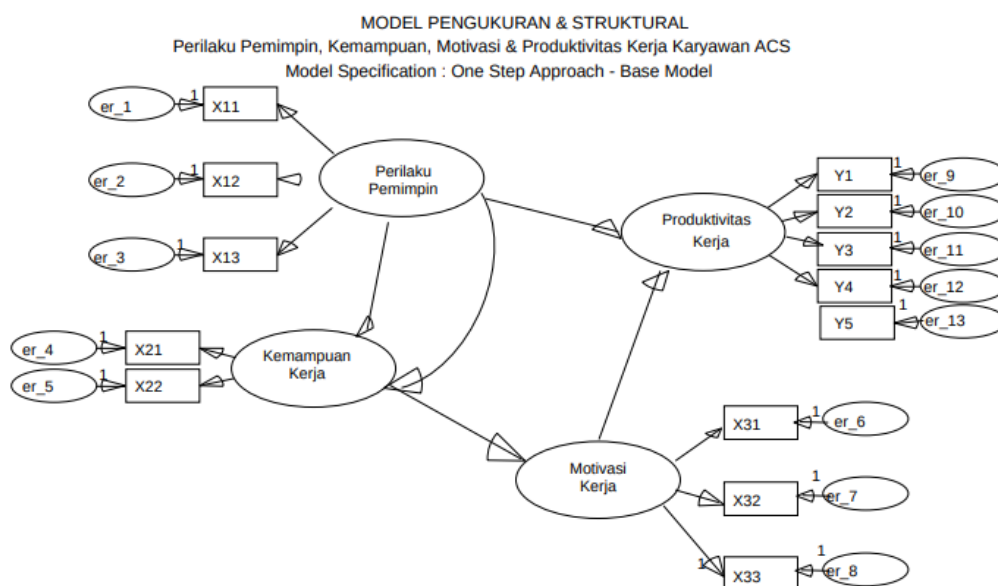


Figure 2. One Step Approach-Base Model

Source: Data processed by the author

7) Research Hypothesis Testing

Based on the results of the previous calculations, the data obtained shows no multicollinearity or singularity problems, as evidenced by the determinant of sample covariance value of 978.20 which is greater than zero. Therefore, these assumptions are met, and confidence in the regression coefficients of each factor can be strengthened, as evidenced by the causality test.

By calculating the causality test to determine the probability level of the causal relationship, the proposed hypothesis implies that multicollinearity or singularity of the determinant sample covariance may affect the result:

- a. Multicollinearity or variable similarity is not found between the leader behavior factor and the work ability factor, the results are not significant ($0.013 > 0.10$).
- b. Detection of the amount of sample variation is not possible with the relationship of work ability and work motivation factors, the evidence is not significant ($0.077 > 0.10$).
- c. Cause-and-effect analysis shows that work motivation has a significant positive impact on work productivity with a prominent value ($0.367 > 0.10$).
- d. The study concluded that leader behavior makes a significant positive contribution to the level of work productivity ($0.223 > 0.10$).
- e. Research shows that work productivity is positively and significantly related to work performance ($0.256 > 0.10$).
- f. The research findings show that increasing work productivity significantly affects work motivation ($0.455 > 0.10$).

Table 11. Summary of Hypothesis Test Results

HYPOTHESIS	TESTING	TEST RESULTS	
		HYPOTHESIS	ACCEPTANCE
H1	Leader Behavior \square Employability	Positively affected	Rejected/no significant positive
H2	Employability \square Work Motivation	Positively affected	Rejected/no significant positive
H3	Work Motivation \square Work Productivity	Positively affected	Accepted/significant positive
H4	Leader Behavior, Ability & Motivation \square Work Productivity	Positively affected	Accepted/significant positive

Source: Data processed by the author

5. Discussion

Relationship or Influence of Leader Behavior (X1) with Employee Work Ability at Aerofood ACS Surabaya (Y)

After conducting research and data analysis, it was found that the leader's behavior had no effect (insignificant / positive) on work ability because the probability of causality was obtained as a result of $0.013 \leq 0.10$. By paying attention to the results of this study, it is known that the value obtained is not in accordance with the theory related to how to provide leader behavior in accordance with leadership practices in organizations put forward by experts.

Relationship or Effect of Work Ability (X2) with Employee Work Motivation (Y) at Aerofood ACS Surabaya

After conducting the study and analyzing the data, it was found that there is no significant relationship between performance and work motivation, as the probability value of causality is 0.077, which is below 0.10. This finding indicates that the results of the study do not support the theory that links motivation to increase the productivity of organizational members, as proposed by experts.

Relationship or Effect of Work Motivation (X3) with Employee Productivity (Y) at Aerofood ACS Surabaya

After examining and analyzing the data, it was found that work motivation has a real effect on productivity, because the probability of the relationship is greater than 0.10. This finding supports the theory previously explained in the previous chapter, where Terry in Smith (2013) suggests that motivation is a key factor in management that affects human behavior. Motivation can be defined as the drive to complete a task vigorously, because one feels compelled to do so.

Relationship or Influence of Leader Behavior (X1), Ability (X2) and Motivation (X3) Work with Work Productivity (Y) Employees at Aerofood ACS Surabaya

After observing and analyzing the data, it was found that leader behavior, job skills, and motivation have a significant impact on employee performance at Aerofood ACS Surabaya. The analysis results show that the causal relationship is 0.223, 0.545, and 0.367 respectively, exceeding the significance threshold value of 0.10. This finding is in line with the theory which indicates that skills and drive are the main factors that influence work efficiency.

After observing and analyzing the data, it was found that leader behavior, job skills, and motivation have a significant impact on employee performance at Aerofood ACS Surabaya. The analysis results show that the causal relationship is 0.223, 0.545, and 0.367 respectively, exceeding the significance threshold value of 0.10. This finding is in line with the theory which indicates that skills and drive are the main factors that influence work efficiency.

This happens when members of the organization are given tasks that match their capacity and motivation, are placed in the right position, get appropriate guidance, and are in a suitable work environment. However, management is often unsuccessful in placing personnel in accordance with ideal conditions, unsupportive work environments, and inappropriate guidance, thus hindering the achievement of optimal productivity expected by the organization. This also happens to employees at Aerofood ACS Surabaya

6. Conclusions

Based on the existing research, the authors draw several conclusions that leader behavior does not have a direct effect on employability, as the empirical evidence from the research conducted does not support this. Employability also has no direct impact on motivation to work, as the research results do not show a significant relationship between the two. However, work motivation was shown to directly influence work efficiency, as evidenced by the significant research findings. Overall, leaders' behaviors, their capabilities, and motivation at work have a direct impact on productivity levels, as evident in the research results that make an important contribution to this understanding.

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