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Leveraging productivity through leader capacity and leader engagement in the hospitality industry

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Abstract. Hospitality businesses face significant challenges in increasing productivity. One factor critical to improving productivity concerns the capacity and engagement of the leader. The study aimed to analyse the impact of leader capacity on productivity mediated by leader engagement in the hotel sector. To determine how leader capacity influences productivity through leader engagement. A quantitative approach was employed. The population consisted of 71 general managers in a four-star hotel in Jakarta. A sample of 56 respondents was used. The sample was chosen by purposive sampling. The results indicated that leader capacity significantly influences productivity directly and through leader engagement. Analysing the leader's capacity to increase productivity is noteworthy for the hotel sector. Inadequate hotel productivity can be improved by strengthening a leader's capacity to reach engagement, which impacts leader productivity. This study outlined leader capacity and engagement as critical to retaining leader productivity.

Keywords. general manager, hotel, accommodation, performance, ability, work engagement, leadership

1. Introduction

Productivity is a global issue that correlates with economic growth. (Mustapić & Marušić, 2023; Tzeremes & Tzeremes, 2021; United Nations, 2015), because productivity contributes to the achievement of work targets (Zen, 2023). In the hospitality industry, increased productivity is characterized by, among other things, increasing room occupancy rates. (Boella & Turner, 2020). The occupancy rate of 4-star hotels in Jakarta in 2023 decreased from 65.64% to 61.58% (Central Statistics Agency of DKI Jakarta Province, 2024). In addition, the estimated occupancy rate for June 2024 – December 2025 is between 50% and 60% (PT. Hotel Investasi Strategies, 2024).

The composition of the number of guests staying at 4-star hotels in Jakarta is squeezed between the percentage of guests staying at 3-star and 5-star hotels (PT. Hotel Investasi Strategies, 2024). The foreign guests tend to stay at 5-star hotels, and domestic guests tend to choose 3-star hotels. Moreover, a study of the performance of thirteen 4-star hotels in Jakarta

shows that: a. the average room occupancy rate is still below 60%. b. Several hotels have not achieved total revenue per available room (RevPAR), which is room revenue divided by available rooms (Boella & Turner, 2020).

Internal and external aspects constrain general manager productivity. The internal element that most influences general manager work productivity is the hotel owner's intervention in hotel operations, which indicates a lack of trust from the hotel owner toward the general manager. External aspects that influence productivity include: a. predictions that in the period 2025-2027, the number of hotels is expected to increase by 1.1% (Ercan et al., 2024), and b. the current business situation is very volatile, uncertain, complex, and ambiguous or VUCA (Rodriguez, 2022; Taskan et al., 2022). Predictions of an increase in the number of hotels and the VUCA situation impact the demands for higher productivity to win the competition. (Ivancevich et al., 2014).

Productivity issues can be addressed by fostering work engagement. (Abdelwahed & Doghan, 2023; Ekowati et al., 2023; Hawamdeh, 2022; Kloutsiniotis et al., 2023; Rabiul et al., 2023; Shelke & Shaikh, 2023; Wang et al., 2023). However, employee work engagement in the hospitality industry is still low (Boella & Turner, 2020; Wang et al., 2023). The previous research only analysed the efforts of leaders to build employee work engagement so that employees had the best performance, but did not analyse how to facilitate general managers to have work engagement that impacted the willingness and ability to motivate employees to achieve targets. General managers are essential in directing employees to achieve company goals (Sandstrom & Reynolds, 2020). Therefore, it is necessary to analyse the predictors of a general manager's work engagement or leader engagement (Ababneh, 2020; Ahmed et al., 2024; Amor et al., 2020; Anasori et al., 2021; Ashfaq, 2021; Bantha et al., 2023; Bizri et al., 2021; Contreras et al., 2022; Guan et al., 2020; Hawamdeh, 2022; Inam et al., 2021; Jindain & Gilitwala, 2024; Kim & Kim, 2020; Naeem et al., 2020; Nazir & Islam, 2020; Orhan et al., 2021; Rabiul et al., 2023; Shi & Gordon, 2020; Teo et al., 2020; Turek, 2022; Twaissi et al., 2022; Wang & Shi, 2020; Wang, 2020b).

Leader engagement can be grown by meeting the needs of leaders. The most important thing that general managers need is trust from business owners (Batoool et al., 2022; Georganta & Montgomery, 2022; Jain, 2023; Saleem et al., 2020). However, previous studies on trust only analysed: a. Trust from employees to superiors, not superiors' trust of employees. (Jain, 2023; Saleem et al., 2020; Wang, 2020; Yuan et al., 2022); b. Trust among employees (Jain, 2023); and c. Superiors give employees perceptions of trust (Jawahar et al., 2019). Research on superior trust in subordinates has been conducted in the tourism industry, not the accommodation industry. It does not analyse the trust felt by hotel general managers or the leader's capacity to be trusted or leader capacity (trust) (Tur et al., 2020).

The novelty of this study is the unit analysis of general managers of 4-star hotel chains in Jakarta, and their capacity of trust, which is suspected of influencing productivity. This study analysed the influence of leader capacity on productivity through leader engagement. The findings could assist hotel businesses in improving leader productivity.

2. Literature Review

Tourism is the key to the service industry in developing countries (Teshome, 2022). In 2022, globally, the tourism sector contributed 7.6% to the Gross Domestic Product (GDP), an increase of 22% compared to 2021. This opens up 22 million new job opportunities or a rise of 7.9% compared to 2021 (World Travel Tourism Council, 2023). Nationally, the contribution of

tourism GDP in the 2nd Quarter of 2023 was 5.17% or an increase of 13% compared to Tourism GDP in the 1st Quarter of 2023 (Central Bureau of Statistics of Indonesia, 2023). This condition certainly has an impact on increasing employment opportunities in Indonesia.

Tourism activities are inseparable from the accommodation business (Teshome, 2022). To anticipate uncertainty, when traveling, tourists choose to stay in hotels (53% - 60%) (WTTC, 2023). For higher revenue, the stay of tourists in hotels must be longer. For guests to stay longer, they must be impressed with the service provided by the hotel, through providing quality service (Garcia et al., 2021). Leaders are essential in creating employees who can provide quality service through empowerment and training. (Ali et al., 2018; Armstrong & Taylor, 2020; Boella & Turner, 2020; Colquitt & LePine, 2022; Green & Ramadhony, 2019; Hawamdeh, 2022; Hoang et al., 2021; Ivancevich et al., 2014; Prah & Andoh, 2023; Ye et al., 2019). Employee empowerment is a form of trust in the organization that triggers leaders to commit to various efforts to achieve organizational performance (Huang et al., 2023; Jiang et al., 2022; Jindain & Gilitwala, 2024; Kong et al., 2022; Orekoya, 2024; Rawat et al., 2020; Raziq et al., 2024; Saleem et al., 2020; Wang, 2020a). From a human resource management perspective, productivity is the ratio of output (products and services) to input (such as resources in the organization) (Armstrong & Taylor, 2020; Boella & Turner, 2020; Dessler, 2020). Productive behaviour is related to efficient work behaviour (Alqudah et al., 2022).

2.1. Leader capacity and leader engagement.

Research on leader capacity has been discussed (Bharwani & Talib, 2017; Johnson & Robert, 2021; Tavitiyaman et al., 2014). A leader must improve communication skills, active listening, and engagement (Johnson & Robert, 2021), knowledge, skills, attitudes, capacity to motivate and serve (Bharwani & Talib, 2017), build teamwork, implement ethical work, communication, and leadership skills (Tavitiyaman et al., 2014). However, leader capacity in the context of a leader's capacity to gain trust from employees and business owners (which is manifested in the provision of autonomy in carrying out hotel operations) and leader engagement has not been widely discussed (Georganta & Montgomery, 2022; Jaleel & Sarmad, 2024; Kmiecik, 2020; Rafiq & Xiuqing, 2024; Yuan et al., 2022).

Trust is a person's intention to accept risks based on positive expectations of the intentions or behaviour of another party (Rousseau et al., 1998). When a leader gains the trust of team members, team members tend to obey whatever the leader orders (Jawahar et al., 2019; Yuan et al., 2022). Trust in superiors influences team members' courage to express their opinions honestly (Huang et al., 2023). Interpersonal trust influences innovative behaviour at work (Jain, 2023). Trust from team members towards superiors can be fostered by a leader becoming a reliable figure (Huang et al., 2023). So that employees dare to express their opinions honestly and have an impact on innovative work behaviour (Huang et al., 2023; Jain, 2023). Trust is a critical leadership capacity in superior-subordinate relations (Zuchowski & Brelik, 2017). Rafiq & Xiuqing (2024) and Jaleel & Sarmad (2024) stated that the autonomy possessed by a leader strengthens the leader's commitment to innovative behaviour. In the relationship between the general manager and the business owner (hotel), granting autonomy is a manifestation of trust from the hotel owner to the general manager.

Previous research on the influence of leader capacity on employee engagement reported that trust positively influences employee engagement (Georganta & Montgomery, 2022; Yuan et al., 2022). Employees' engagement behaviour at the senior leadership level (such as hotel general managers) is seen in the dedication to developing employees through

knowledge-sharing activities (Kmieciak, 2020). Giving authority to complete work means providing autonomy to achieve the target (Jaleel & Sarmad, 2024; Rafiq & Xiuqing, 2024).

Indicators of leader capacity (trust), according to Meyer (1995) and Hackman & Oldham (1976), are a. behaving honestly; b. behaving consistently, credibly, reasonably, communicating, and being diplomatic well; c. developing oneself; d. being capable of making decisions independently by considering the various risks that arise; and e. understanding the results to be achieved (i.e., understanding the targets and how to realize the work targets) (Georganta & Montgomery, 2022; Heavey et al., 2011; Jaleel & Sarmad, 2024; Kmieciak, 2020; Rafiq & Xiuqing, 2024; Yuan et al., 2022).

Hypothesis 1: Leader Capacity positively and significantly influences Leader Engagement.

2.2. Leader capacity and productivity

Productivity is one measure of the success of the accommodation business (Ahn et al., 2023; Mustapić & Marušić, 2023; Singh et al., 2022). Gummesson (1998) defines productivity as the ability of a company to produce outputs (inputs) by empowering a series of resources (outputs) (Aliahmadi, 2024; Boella & Turner, 2020; Kekezi, 2021; Kilic & Okumus, 2005; Zen, 2023). In the accommodation service industry, inputs and outputs are intangible (Boella & Turner, 2020; Kekezi, 2021; Mustapić & Marušić, 2023). Outputs in the accommodation service industry include guest experiences when enjoying services at a hotel (Boella & Turner, 2020; Mustapić & Marušić, 2023). The genuine emotions of employees will be reflected in their behaviour when serving guests (Xie et al., 2023). The experience that guests have is influenced by the quality of management's ability to lead employees. (Boella & Turner, 2020; Mustapić & Marušić, 2023). Productivity is closely related to the ability of leaders to motivate employees to achieve optimal work performance (Ahn et al., 2023; Boella & Turner, 2020; Ekowati et al., 2023; Kloutsiniotis et al., 2023; Timothy, 2022; Zen, 2023). Optimal work performance must consider the efficiency process when input is managed into output (Liu & Tsai, 2021). Therefore, productive employees are calculated based on how much time is dedicated to completing tasks mentally, and emphasize the individual's ability to carry out the main technical activities that are essential to their work (Zen, 2023). Leaders who can motivate employees to complete important core technical activities are characteristics of productive leaders.

Leader capacity, as one aspect of human capital, affects productivity (Ahn et al., 2023; Bharwani & Talib, 2017; Timothy, 2022). An example of a leader capacity that can affect productivity is managerial ability (Ahn et al., 2023). The higher the organizational ability of the leader, the more productive the employees (Ahn et al., 2023; Timothy, 2022). The more experienced in the relevant field, the more productive the leader is. There are four competencies that a hotel general manager must have, namely: a. knowledge, b. skills, c. social, and d. meta-competencies (ability to motivate and adapt). However, there is still little research that analyses the capacity of general managers to be trusted or gain trust both vertically and horizontally (Afsar et al., 2018; Ersoy & Ehtiyar, 2022; Jawahar et al., 2019; Kmieciak, 2020; Saleem et al., 2020).

Low levels of trust from subordinates to superiors cause employees to change jobs, disrupting work productivity. (Afsar et al., 2018). Therefore, managers must create a vertical relationship of mutual trust so that employees are willing to stay working and productivity is not disrupted (Ersoy & Ehtiyar, 2022; Jawahar et al., 2019). Vertical trust (superior-

subordinate) can encourage innovative work behaviour, leading to performance achievement (Kmieciak, 2020; Saleem et al., 2020).

Hypothesis 2: Leader Capacity has a positive and significant effect on productivity.

2.3. Leader engagement and productivity

The highest leader in the hotel, namely the general manager, is a managerial-level employee, so the theory used in this study is the theory of employee engagement or work engagement. In a rapidly changing situation, organizations need to work efficiently and effectively (Ali et al., 2022). The combination of practical work and efficiency is called productive work behaviour (Robbins & Timothy, 2019). Effectiveness means achieving work targets (Robbins & Coulter, 2021). Setting work targets can improve employee performance (Gogoi and Baruah, 2021). Efficiency is the level of an organization's ability to get work results (output) at a low cost (Robbins & Timothy, 2019). For example, in the accommodation service industry, output is revenue, and input is cost (Robbins & Coulter, 2021). Guga (2020) states that productivity is the ratio between output and input.

An excellent ratio between input and output needs an employee engagement attitude. However, the current tendency of employee attitude is the spread of disengagement, so employee engagement becomes a new concept important for business organizations (Jaman et al., 2022; Patil, 2018). Engagement at the leadership level or leader engagement affects organizational performance (Adeniji et al., 2020). The attachment possessed by the leader will give him an emotional attachment to the organization and strengthen his heart so that he does not move to another company (Patil, 2018). Several academics have studied the effect of employee engagement on productivity, but have not analysed the impact of leader engagement on productivity with hotel general manager respondents (Adeniji et al., 2020; Ali et al., 2022; Jaman et al., 2022; Patil, 2018).

Baker and Riley (1994) used the International Labor Organization standard in researching hotel employee productivity, namely added value, gross profit, revenue, occupancy, and expenses. This opinion is relevant to the information provided by seventeen general managers of 4-star hotels in Jakarta. Indicators of Hotel General Manager Productivity (Haiyang et al., 2023; Ivancevich et al., 2014; Robbins & Coulter, 2021; Robbins & Timothy, 2019) can motivate employees to: a. achieve the target or hotel room occupancy rates; b. achieve food and beverage revenue targets; c. achieve other revenue targets; d. achieves gross operating profit targets; e. provides the best service to guests, to get positive reviews from guests on online travel agents (OTA), and f. implements employee welfare programs, such as compensation above the regional minimum wage, and facilitates health insurance.

Hypothesis 3: Leader Engagement positively and significantly influences productivity.

2.4. Leader capacity, leader engagement, and productivity

Boxall and Purcell (2003) initiated the AMO (Ability-Motivation-Opportunity) theory and stated that capacity is one of the dimensions for achieving performance (Amstrong & Taylor, 2020; Roldan & Alvaro, 2022). Employee capacity is formed through training and development, among others, so that employees have employee engagement, and it will impact productivity and performance (Ahmed et al., 2024; Amstrong & Taylor, 2020). The capacity factor that most influences performance is trust. (Bhardwaj & Kalia, 2021). Trust between superiors and subordinates is a reciprocal interaction and highly dependent on the quality of interaction between the two parties (Jawahar et al., 2019). Trust from managers to staff is

influenced by staff productivity (Tur et al., 2020). The higher the manager's trust in the staff, the higher the staff's trust in the manager, and this encourages better productivity due to increased employee engagement (Islam et al., 2023; Jindain & Gilitwala, 2024). A study on employee engagement found that vigor is the most important factor that influences performance, followed by absorption and dedication (Bhardwaj & Kalia, 2021).

Hypothesis 4: Leader engagement mediates the effect of leader capacity on productivity.

Figure 1 describes the research framework.

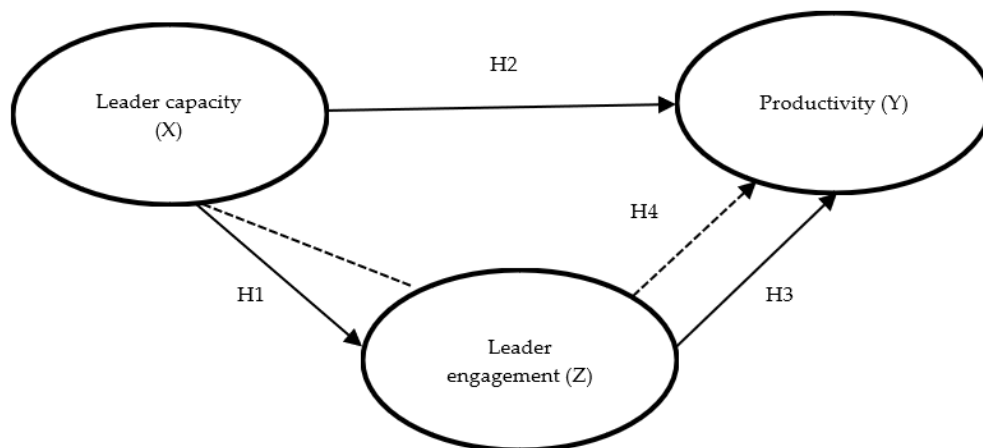


Figure 1. The research framework.

H1 (Hypothesis 1): Leader capacity influences leader engagement.

H2 (Hypothesis 2): Leader capacity influences productivity.

H3 (Hypothesis 3): Leader engagement influences productivity.

H4 (Hypothesis 4): Leader capacity influences productivity through leader engagement.

3. Method

The study used the quantitative method, the research applied descriptive quantitative (Park & Artino, 2020). The unit of analysis is the general manager or someone previously in charge as general manager of a 4-star hotel chain in Jakarta. The population was the general managers of a 4-star hotel chain in Jakarta, with 71 hotels (Central Statistics Agency of DKI Jakarta Province, 2021). The research respondents were selected by purposive sampling. The number of eligible respondents was 56 (30 international and 26 local chains). The data was collected by distributing questionnaires. The researcher approached the respondents offline, and online (via Google Forms link, Zoom, or telephone). Each indicator used a 5-point Likert scale. A value of 1 for strongly disagree, a value of 2 for disagree, a value of 3 for quite agree, a value of 4 for agree, and a value of 5 for strongly agree. (Coetzee & Moosa, 2019). The data was collected from November 2023 to July 2024, and processed using SMART-PLS (Hair et al., 2018). The tests include: a. Frequency test for respondent profiles; b. Testing the outer model, construct reliability and validity, and discriminant validity; c. Mean test, e. R-Square, f. Test of direct and indirect effects, the role of mediation variables (Hair et al., 2017).

The frequency test of the respondents' profiles was conducted to see the composition of respondents involved in this study based on gender, age, experience as a general manager, and last formal education. The outer loadings test is conducted to test the specification of the relationship between latent variables and their indicators (Hair et al., 2021). The data is valid and reliable if the outer loadings coefficient is > 0.70 , the composite reliability value is > 0.70 , and the root value of the average variance extracted (AVE) discriminant validity is greater than the correlation between latent variables (Hair et al., 2021). The interpretation of the mean test results is explained in **Table 1**.

Table 1. Mean interpretation

Interval	Leader capacity	Leader engagement	Productivity
1,00 – 1,80	Very bad	Unengaged	unproductive
1,81 – 2,61	Bad	Less engaged	Less productive
2,62 – 3,42	Fair	Quite engaged	Quite productive
3,43 – 4,23	Good	Engaged	Productive
4,24 – 5,00	Excellent	Very engaged	Very productive

Source: Sudaryono, 2023.

The R-square value indicates the contribution of leader capacity to leader engagement. The R-Square value is: 1) weak contribution if $0.25 < \text{R-Square} < 0.50$, 2) moderate contribution if $0.50 < \text{R-Square} < 0.75$, and 3) substantial if $\text{R-Square} > 0.75$ (Hair et al., 2021). An indirect effect test is used to test the indirect effect of a construct or exogenous variable on an endogenous latent variable through a mediating variable (Hair et al., 2021). The path coefficient and P-value will be considered to analyse direct and indirect effects. The path coefficient has a value between minus one and 1. If the path coefficient is between zero and minus 1, the impact between variables is negative or has a non-unidirectional effect, and vice versa (Hair et al., 2021). The P-value indicates the significance value contained in the influence of exogenous variables on endogenous variables, and the P-value is declared significant if the $P\text{-value} < 0.05$ and the $T\text{-value} > 1.96$ (Hair et al., 2021). The role of mediation variables is divided into: 1) mediation and 2) non-mediating (no-mediation). In its role as a "mediator", it is divided into three types of mediation, namely: a) complementary (partial mediation), b) competitive (partial mediation), and c) indirect-only (complete mediation). **Figure 2** is a diagram that can help create the role of mediating variables.

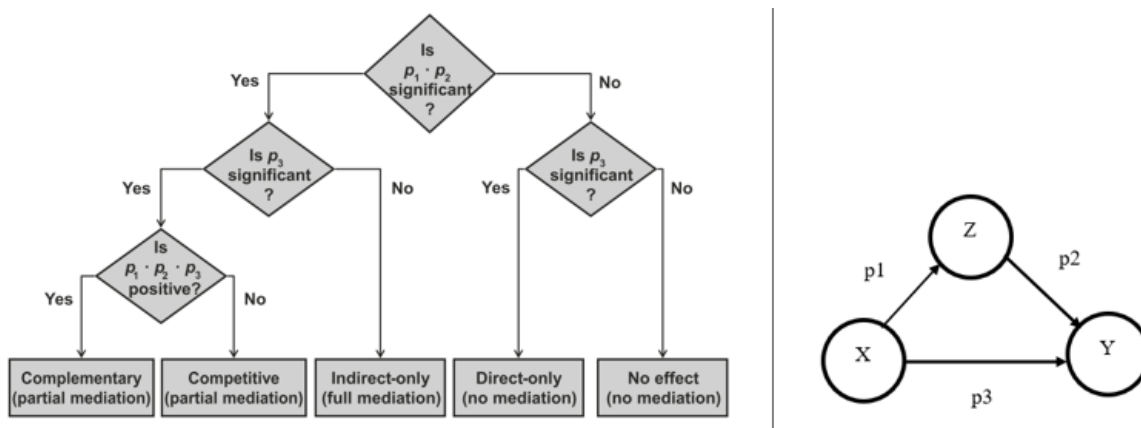


Figure 2: How to determine the role of mediating variables.

Source: Hair et al., 2021.

4. Results

The results include respondent profile (**Table 2**), outer loadings, validity and reliability test, mean test, R-square, direct effect, indirect influence, and the role of mediation variable.

4.1. Respondent profile

Based on gender, the results showed that the number of male respondents was 47 people (83.9%), and the female respondents was nine people (16.1%). Working as a general manager in a hotel requires long-term commitment; some general managers must live in-house at the hotel while their families live separately. This condition causes men to dominate the general manager position (Intan, general manager, 2023).

In terms of age, general managers aged between 29-44 years were 13 people (23.2%), aged 45-56 years were 38 people (67.9%), and over 56 years were five people (8.9%). Being a general manager requires a long career process. Hotel employees start working from operational staff positions. The fastest to become a general manager is within 9 years. So, the general manager position can only be achieved at the earliest age of 30. The dominant age of general managers who were respondents was in the 45–56-year age group because, on average, they reached the position of general manager after a career in the hotel industry for more than nine years (Ek, general manager, 2024).

Table 2. Respondents' Profile.

Demographic	N (56 persons)	%
Gender:		
Male	47	83,9
Female	09	16,1
Age		
29-44 years old	13	23,2
45-56 years old	38	67,9
More than 56 years old	5	8,9

Description: n is the number of respondents.

Source: Primary Data Processing Results, 2024.

4.2. Outer loadings

The loading factor values of all indicators on the variable's leader capacity, leader engagement, and productivity are between 0.791 to 0.948 or > 0.70 or valid (**Figure 4**). The Fornell-Larcker Criterion discriminant validity test shows that the discriminant validity value on the same variable $>$ the value of a different variable (**Table 3**).

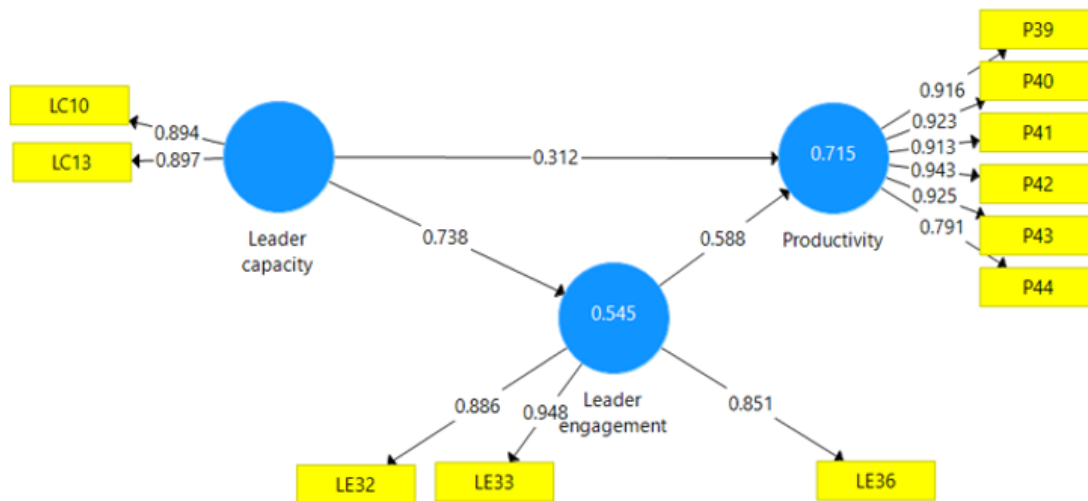


Figure 4. Factor Loadings Values.

Source: Primary Data Processing Results, 2024.

Table 3. Discriminant validity Fornell-Larcker Criterion

	Leader capacity	Leader engagement	Productivity
Leader capacity	0.896		
Leader engagement	0.738	0.896	
Productivity	0.747	0.819	0.903

Source: Primary Data Processing Results, 2024.

4.3. Validity and Reliability

Cronbach's α results for all latent variables are between 0.753 and 0.954, composite reliability (CR) for all latent variables is between 0.890 and 0.964, and Rho-a for all latent variables are between 0.753 and 0.957. All latent variables, namely leader capacity, leader engagement, and productivity, are > 0.70 , so all latent variables have adequate internal reliability consistency (Hair et al., 2021). Furthermore, the Average Variance Extracted (AVE) value is between 0.802 and 0.816 or > 0.50 . The results of the convergent validity test and the outer loadings value indicate that all indicators are valid (**Table 4**).

4.4. Mean test

The mean value of the leader capacity variable is in the "excellent" category (mean 4.661) (**Table 4**). This value indicates that the respondents have a very high leader capacity. The respondents rated themselves very highly in terms of 1) being consistent in making decisions; and 2) having good communication with various parties. The highest mean value is for the statement "I am consistent in making decisions" (mean = 4.679). This result indicates the respondents are "very consistent in making decisions". Choose these respondents to lead the hotel if they do not have very high decision-making abilities. The statement with the lowest mean value is "I have good communication capacity with various parties" (mean = 4.643). This value is still in the "excellent" category or indicates that the respondents "have excellent communication capacity with various parties". The standard deviation of the leader capacity variable (0.473) $<$ mean value (4.661). This result indicates that the data collected on the leader capacity variable is representative.

Table 4. *Outer Loadings, Internal Reliability Consistency, Convergent Validity Test.*

Latent variable	Indicators	Loading	Cronbach's α	CR	Rho_A	AVE	Mean
Leader capacity	I am consistent in making decisions.	0.894	0.753	0.890	0.753	0.802	4.679
	I have good communication capacity with various parties.	0.897					4.643
Leader engagement	I'm excited to start work.	0.886	0.887	0.924	0.890	0.803	4.768
	I am passionate about getting work done.	0.948					4.732
	I am proud of the work I do.	0.851					4.804
Productivity	I can motivate employees to achieve:		0.954	0.964	0.957	0.816	4.705
	target occupancy rates;	0.916					4.768
	food & beverage revenue targets;	0.923					4.714
	other revenue targets;	0.913					4.696
	gross operating profit targets;	0.943					4.732
	I can motivate employees to provide the best service to guests, to get positive reviews from guests on online travel agents (OTA).	0.925					4.732
I can implement welfare programs	0.791	4.620					

for hotel
employees.

Source: Primary Data Processing Results, 2024.

The mean for the leader engagement variable is 4.768, which is in the "very engaged" category, namely in terms of: 1) excited to start work; 2) excited to finish work; and 3) proud of work as a general manager. The statement with the highest meaning is "I am proud of the work I do" (mean = 4.804), which is interpreted as "very engaged". This value indicates that "respondents are very proud of their work as general managers". The meaning of pride is "a feeling of gratitude for achieving a career as a general manager". In their role as general managers, they can do something positive for employees, such as having the authority to send employees to take the training needed for employee self-development (Freddy and Hafidz, general managers, 2024). The statement with the lowest meaning value is "I am passionate about getting work done" (mean = 4.732), which is interpreted as "very engaged". This value indicates that "respondents are very committed to employee self-development". The standard deviation of the Leader Engagement variable ($0.421 < \text{mean value } (4.768)$), so the data collected from the indicators in the leader engagement variable is representative of the variable.

The Productivity variable has a mean value of 4.705 (very productive), namely in terms of motivating employees to achieve targets: 1) occupancy rate; 2) food & beverage revenue; 3) other revenue, 4) gross operating profit, (5) to provide the best service to guests, to get positive reviews from guests on online travel agents (OTAs), and 6) implementation of welfare programs for hotel employees. The statement item with the highest meaning is "I can motivate employees to achieve the target occupancy rate" (mean = 4.768). This value is categorized as very productive or indicates that "respondents can motivate employees to achieve the target occupancy rate". Respondents are motivated, among other things, by linking the occupancy rate to service fees. Some hotels divide service fees equally among all employees. However, some hotels adopt a policy of dividing service fees based on job position, namely, the higher the position, the greater the service fees received. Some hotels implement a policy that the percentage of service money distributed to employees is 70%, and 20% is used to replace broken cutlery (such as glasses, plates), and 10% is used for maternity expenses, or given as gifts to sick employees (Ek, general manager, 2024).

The statement with the lowest meaning value is "I can implement welfare programs for hotel employees" (mean = 4.589). This value is included in the very productive category or indicates that "respondents are very productive in implementing welfare programs for hotel employees". Welfare programs provided to employees include private health facilities other than Social Security Administering Body (BPJS) insurance, family gatherings, and employee dining rooms. The standard deviation of the Productivity variable ($0.499 < 4.705$), so the data collected from the indicators in the Productivity variable represents the variable. The results of the standard deviation test of all statements on the exogenous variables, namely leader capacity, leader engagement, and productivity, represent each variable.

4.5. R-square

The R-square test (Figure 4) results of the exogenous latent variables leader capacity contribute to leader engagement by 54.5 % $< 75\%$, which means that the contribution of the variable leader capacity to leader engagement is moderate. The remaining 45.5% is influenced by other factors not examined in this research. The R-square test results on the contribution of

the leader capacity and leader engagement on productivity are 0.715 or 71.5% < 75%, which means that the contribution of the leader capacity and leader engagement on the productivity variable is also moderate. The remaining 28.5% is influenced by other variables not examined in this study.

4.6. Direct effect, indirect effect, and mediation role

Figure 5 and **Table 5** describe the direct and indirect effect test results. The path coefficient of the leader capacity on leader engagement is 0.738 (path coefficient > zero), which means it is a positive impact, T-value = 9.609 > 1.96, and P-value = 0.000 < 0.05 or the influence is significant. It is concluded that H1 is accepted or leader capacity influences leader engagement positively and significantly. The path coefficient value of the influence of leader capacity on productivity is 0.312 (path coefficient > zero) or positive, T-value = 2.556 > 1.96, and P-value = 0.011, or significant. It is concluded that leader capacity influences productivity positively and significantly. The path coefficient of the variable leader engagement to productivity is 0.434 (path coefficient > zero) or has a positive value, T-value = 5.146 > 1.96, and P-value = 0.000 < 0.05. It is concluded that leader engagement positively and significantly affects productivity. The path coefficient value on the influence of leader capacity on productivity mediated by leader engagement is 0.434 (path coefficient > zero) or positive, T-value = 4.516 > 1.96, and P-value = 0.000 < 0.05. It is concluded that leader engagement mediates the influence of leader capacity on productivity positively and significantly.

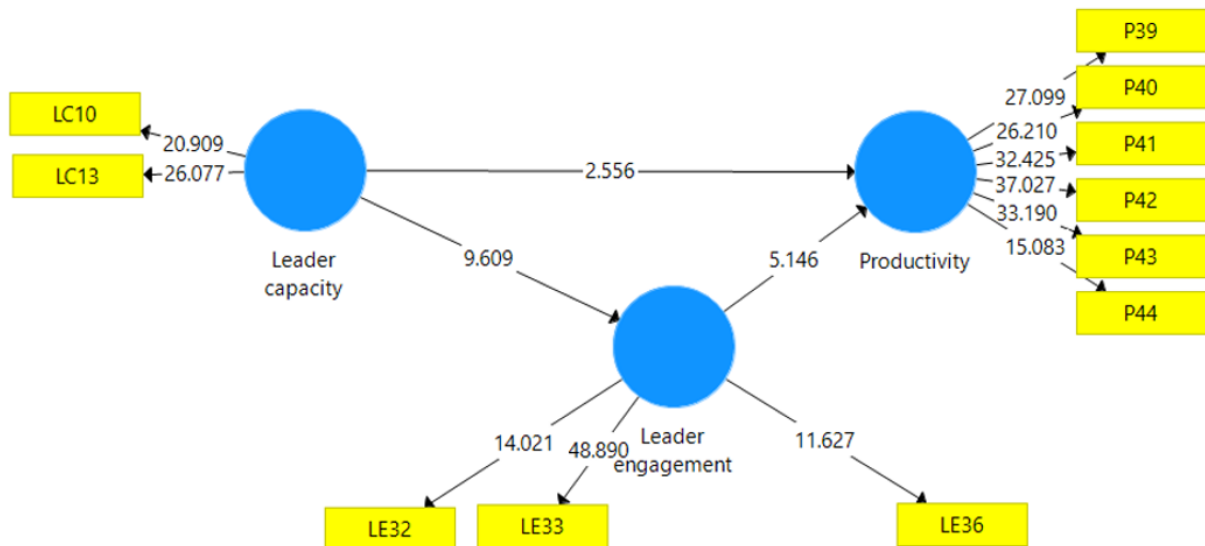


Figure 5. Direct effects, indirect effects, and mediation role.
Source: Primary Data Processing Results, 2025.

TABLE 5: Direct effect and indirect effect test results.

Deskripsi	Path Coefficients	T-values	P-values	Decision
Leader Capacity → Leader Engagement	0.738	9.609	0.000	H1: accepted.

Leader Capacity → Productivity	0.312	2.556	0.011	H2: accepted.
Leader Engagement → Productivity	0.588	5.146	0.000	H3: accepted.
Leader Capacity → Leader Engagement → Productivity	0.434	4.516	0.000	H4: accepted.

Source: Primary Data Processing Results, 2025.

The influence of leader capacity on productivity mediated by leader engagement has a P-value = 0.000 < 0.05; path coefficient = 0.434 > zero, or p1 and p2 are significant and positive. The influence of leader capacity on productivity has a P-value = 0.011 < 0.05; path coefficient = 0.312 > zero, or p3 is significant and positive. It is concluded that leader engagement mediates partially the influence of leader capacity on productivity.

5. Discussions

The capacity and engagement of the leader affect the leader's productivity. Leader capacity indicators that affect productivity include: a. consistency in making decisions; b. having good communication capacity with various parties. Those describe the leader's capacity, which can impact the emergence of team members' trust in the leader. The results of this study are in line with several previous studies, namely that 'trust in superiors' affects the courage of team members to express their opinions honestly (Huang et al., 2023) and can affect employee commitment (Yuan et al, 2022), such as: increasing innovative behavior at work (Jain, 2023). In addition, 'trust from superiors to subordinates' is reflected in the provision of work autonomy. This work autonomy can affect employee work engagement (Jaleel & Sarmad, 2024). It is concluded that leader capacity positively and significantly affects leader productivity. The results of the study that leader engagement affects productivity are in line with several previous research results (Ababneh, 2020; Bhardwaj & Kalia, 2021; Sugianingrat et al., 2019). These findings show that if leader engagement increases, work productivity will increase. it is concluded that leader engagement positively and significantly affects leader productivity.

Leader capacity affects leader engagement because a leader who has the capacity will have the confidence to lead, inspire, direct, and educate team members in the organization (Dotiwala & Unni, 2013). One example of the capacity that a leader must have is being able to establish harmonious relationships with team members (Sunaryo et al, 2024). A harmonious relationship with team members must be supported by, among others, the leader's capacity in terms of: a. communication skills, b. active listening, and c. demonstrating high enthusiasm, dedication, and work absorption (Johnson & Robert, 2021). A leader who can establish good relationships with team members will gain the trust of team members, and team members' trust in their superiors makes team members loyalty (Jawahar et al., 2019). Trust in superiors can be fostered by superiors having integrity (Huang et al., 2023), so that employees dare to speak openly and have an impact on innovative work behavior (Huang et al., 2023; Jain, 2023). In addition, leaders who have autonomy will have more vigor, dedication, and absorption in completing work (Jain, 2023). It is concluded that leader capacity positively and significantly influences leader engagement.

Leader engagement positively and significantly mediates the influence of leader capacity on productivity, and the role of leader engagement is complementary (partial

mediation). The results of this study are in line with the results of previous studies (Ahmed et al., 2024; Islam et al., 2023; Jindain & Gilitwala, 2024; Tur et al., 2020). Leader work engagement mediates the influence between training and development activities and performance (Ahmed et al., 2024). Experience in training and development can increase a leader's capacity, such as being trusted by subordinates and superiors. Trust is obtained because the general manager behaves consistently in making decisions and has good communication skills with various parties. General managers who have consistent decision-making and good communication skills can encourage employee work enthusiasm (Bhardwaj & Kalia, 2021), because the consistency of behavior shown by the general manager creates a work environment full of certainty (Jawahar et al., 2019). In the relationship between general managers and hotel owners, trust encourages the granting of autonomy in the implementation of hotel operations (Islam et al., 2023; Jindain & Gilitwala, 2024; Tur et al., 2020). This granting of autonomy has a positive impact on human resource outputs, namely leader work engagement, and subsequently impacts business outputs, namely leader productivity in motivating employees to be able to realize work targets (Amstrong & Taylor, 2020). It is concluded that leader engagement positively and significantly mediates the influence of leader capacity on productivity.

6. Conclusion

The study revealed that leader capacity and leader engagement can increase productivity. For general managers, leader engagement is formed because stakeholders can trust leaders because of their consistency and ability to communicate (leader capacity of trust). Leader engagement also plays an essential role in mediating the influence of leader capacity on leader productivity. The role of leader engagement in the influence of leader capacity on productivity is to mediate partially. Based on the research findings, this study recommends that the board of directors formulate policies to foster general manager leader capacity and work engagement.

The study implies the need to create a policy that can provide opportunities for leaders to develop themselves. In addition, the results of this study can help directors select prospective general managers who have the motive to build competence and the motive to participate in work (i.e., have enthusiasm, dedication, and work absorption) that meets the demands of work in the dynamic hospitality industry.

The limitations of the study include the research analysis unit. General managers who are the unit of analysis in the study tend to assess themselves as having optimally motivated employees to achieve work targets. Further research can analyze the productivity of general managers in motivating employees from the employee's perspective. In addition, research is needed on implementing human resource management practices, especially regarding capacity-building policies and leader engagement. Another limitation of the study is that the general managers selected only include general managers of 4-star hotel chains. Further research can use 3-star hotel general managers as the unit of analysis.

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