

## **The Influence Of Dynamic Leadership And Time Management On Work Productivity With Intellectual Intelligence As Moderation**

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### **Abstract**

According to data from the Ministry of Manpower (Kemnaker), work productivity in Indonesia seen from the last five years has increased. In 2018, the number of work productivity in Indonesia reached Rp82.56 million in the following year, increasing and for 2020 it decreased due to the occurrence of Covid-19. In 2021, productivity began to rise and in 2022 it experienced an increase or record high for the last five years of IDR 86.55. If cumulative from 2018 – 2022, the work productivity figure increased by 4.8%. In addition, companies in Indonesia must also have the ability to interact effectively with employees in their work. This study aims to investigate the influence of dynamic leadership and time management on work productivity, as well as the impact of intellectual intelligence as a moderator. The method used in this study is *Structural Equation Modelling* with support from *Smart PLS* software. The *Hair* method was used to determine the sample size, and the study involved 151 respondents. The results showed that dynamic leadership does not have a direct impact on work productivity, while time management and intellectual intelligence have a direct impact on work productivity. In addition, the ability of intellectual intelligence as a moderator in dynamic management does not affect work productivity and intellectual intelligence as a moderator in time management affects work productivity. The implication is that companies need to improve stronger leadership character and make colleagues understand about good time management so as to increase work productivity both individually and in groups.

**Keywords:** Dynamic Leadership, Time Management, Intellectual Intelligence, Work Productivity

## INTRODUCTION

According to data from the Ministry of Manpower (Kemnaker), work productivity in Indonesia seen from the last five years has increased. In 2018, the number of work productivity in Indonesia reached Rp82.56 million in the following year, increasing and for 2020 it decreased due to the occurrence of Covid-19. In 2021, productivity began to rise and in 2022 it experienced an increase or record high for the last five years of IDR 86.55. If cumulative from 2018 – 2022, the work productivity figure increased by 4.8%. In achieving the Company's goals, high work productivity is required. To increase work productivity, we can analyze it through Time Management and Dynamic Leadership through intellectual intelligence. So by applying good dynamic leadership and being able to manage time management well enough, it can be a positive outlook for other people or teammates. That way, the closest people will know that having good time management can make work effective and efficient so that productivity levels will increase.

Productivity consists of effort and the will of humans to continue to improve the quality of life in all fields. There are several meanings of the words productivity and work productivity according to observers:

Sinungan (Putra & Sobandi, 2019: 129) believes that productivity is not just achieving as much work as possible, but the quality of productivity is also important to pay attention to. In general, productivity measures the level of production efficiency based on the comparison between output and the results obtained. According to Kussriyanto in Sutrisno (2020: 102), "Labor productivity is a comparison between the results obtained and labor participation per unit time, the role of labor here is to be an effective and efficient user of resources".

Based on the definition above, it can be concluded that work productivity is an activity to get work results that are on target or can exceed the target, by making efforts and desires to improve the quality and quantity of work through time management as effective and efficient of a job so that it can complete work faster. To achieve good work productivity, it can be associated with the use of resources, which means work productivity can be measured individually, organizations and groups.

Dynamic leadership is a lens through which effective leadership can be seen. Although dynamic leadership has the same aspects as situational and adaptive leadership models because this leadership is context-dependent, dynamic leadership differentiates itself based on the scope of the context under consideration.

In doing a job or other, what is needed is time management (time management) to be able to use time productively and be able to do all tasks faster. Because time is a definite resource and can easily pass and cannot be returned for use on certain occasions. Here are the definitions of observers related to time management:

According to (Rizal et al., 2019) Time management is the ability to allocate time and resources to achieve goals. Creating work-life balance

To increase productivity, intellectual intelligence is needed, because intellectual intelligence can measure a new, remember and store information and play an active role in numbers. It can also highlight a logical thinking ability to find an objective fact, predict risk, be accurate and be able to see the consequences of every decision to be taken.

Intellectual intelligence is called intellectual intelligence. Intelligence is an individual's cognitive ability to adapt effectively to complex and changing environments. Badjuri (2019) argues that, Intellectual Intelligence is the cognitive intelligence needed by individuals around the world to act with purpose and think meaningfully in order to solve problems.

The difference between this research and others is related to the merger of *Dynamic Leadership* with *Time Management* and Intellectual Intelligence as moderation. Where *Dynamic Leadership* is the leadership attitude of a leader to motivate colleagues and can be a positive example for his colleagues by having time management and having good intellectual

intelligence, many will follow this example, so that it will increase work productivity in the company or organization.

## **LITERATURE REVIEW AND HYPOTHESIS**

### **Goal Setting Teory**

Goal setting theory was proposed by Edwin Locke in 1960. This theory posits the need to keep moving when there is a clear goal within the framework of evidence-based motivation theory which states that desired circumstances play an important role in behavior.

Based on the definition above, it can be concluded that goal setting theory is a theory that has clear and forward-looking goals that are done with commitment, managing the right time and having the ability to think logically and have a good leadership attitude. So that the goal setting made can be more consistent and efficient and effective so that the goal can be achieved faster.

In this study, researchers use goal setting theory to conduct research and find out the factors of dynamic leadership and time management on work productivity with intellectual intelligence as moderation, especially on a person's character to increase work productivity in a company or organization.

### **Dynamic Leadership**

The saying "leaders are created not born" is true because anyone like you, whatever your abilities, can be an effective leader if you have the right mindset and willpower. You should learn the characteristics of dynamic leadership that can save you a lot of time and difficulty from possible mistakes.

According to (Journal et al., 2022) transformational leadership, it always inspires and motivates its subordinates, is able to encourage subordinates to always be creative and innovative, understand and appreciate subordinates based on the needs of subordinates and pay attention to the desire to achieve and develop subordinates

Dynamic leaders must be able to understand the importance and inspire others to achieve success through teamwork. Instead of trying to dominate the conversation or microorganize tasks.

Successful dynamic leaders can help groups to adapt and grow in response to changes in the workplace, including remote team conditions. These leaders have several key characteristics that allow them to nurture this growth.

### **Time Management**

Management comes from the word "to manager" which means "to organize". states that "the ability of employees to apply the use of time efficiently and effectively so that the goals that have been designed and responsibilities in doing the task can be completed in less time." Ambarita et al., (2022) According to Faroh, Yulianti, & Pamungkas 2019 in interpreting time management as a type of effort or human action carried out in a planned manner to help someone make the best use of their time, in my opinion this is a skill. Ambarita et al., (2022)

From the above statements that time management is an activity carried out by groups and individuals to provide the best results if done with discipline and have a high commitment to carry it out. In carrying out these activities must manage time, make plans, supervise and provide direction within the company or organization to achieve the desired goals efficiently and effectively.

### Intellectual Intelligence

According to Intellectual intelligence refers to the ability of an individual to store, manage, and receive information to solve the problems he faces as well as manage his environment effectively. According to Intellectual intelligence is the cognitive ability possessed by individuals to adjust effectively to a complex and ever-changing environment. This intelligence can be influenced by genetic factors. San et al., (2020) Mardiani & Al Hanafi, (2020) According to (Aryani et al., 2022) intellectual intelligence can be done by observing, imitating and modifying, while the development of emotional intelligence can be done by managing various kinds of positive responses and managing human feelings themselves based on spiritual intelligence that supports awareness and fatigue of oneself.

From the question above that intellectual intelligence is the ability possessed individually to solve a problem using logic and receive information that has been processed so that it can face the environment effectively.

### Work Productivity

Work productivity according to Enggana 2020 in High et al., (2022) The ability of an employee to perform work within shorter time constraints to achieve results that meet the quality standards set by the company.

According to (Nur Baiti & Kustiyah, 2020) employee work productivity as a benchmark for every company in carrying out its business activities both in terms of quality and quantity of products. As is the case in today's trade competition where companies must strive for the quality and welfare of employees who are the competitiveness of other companies.

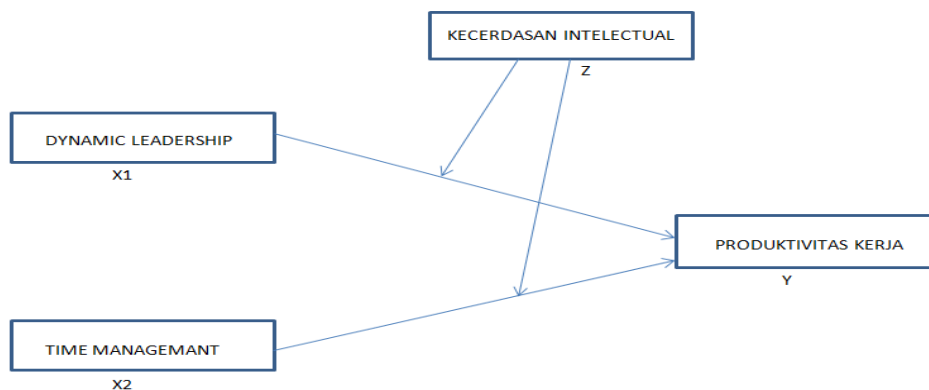
This productivity is related to various aspects in humans, such as soul, ethics, attitudes, and skills, so that it can be used as a driving force for daily quality improvement.

Based on the conclusions above, work productivity is an activity to get work results that are on target or can exceed the target, by making efforts and desires to improve the quality and quantity of work through time management as effective and efficient of a job so that it can complete work faster. To achieve good work productivity, it can be associated with the use of resources, which means work productivity can be measured individually, organizations and groups.

### Frame of Thought

A framework is a flow to operate in which research is described comprehensively and systematically. The framework used in this study is derived from the theory previously described. This study was conducted to examine the Effect of Dynamic Leadership and Time Management on Work Productivity with Intellectual Intelligence as Moderation.

Figure 1  
Frame of Mind



## **Research Hypothesis**

### **Dynamic Leadership towards Work Productivity**

In research conducted by: states that leadership has a positive effect on work productivity. And in research conducted by states leadership has an influence on work productivity. The better the leadership attitude in having a positive impact on superiors or colleagues so that it has the potential to increase productivity. Based on the studies above, it is argued that if dynamic leadership affects work productivity, then than that H 1 can be formed, Yusuf & Adriansyah, (2022) Muh.Dody Almaruf et al., (2022) Muh.Dody Almaruf et al., (2022) namely dynamic leadership has the potential to affect work productivity.

### **Time Management of Work Productivity**

In research conducted by: states that time management positively affects employee productivity. And in research conducted by stated time management has no influence on work productivity. The more you can manage good time management, the faster the employee's work will be to complete work and have the potential to increase productivity. Based on the studies above, two of them argue that if time management affects work productivity, then than that can be formed H Ambarita et al., (2022) Mar'i Zubaedah, (2020) Nurbaya et al., (2020)<sub>2</sub>, namely time management has the potential to affect work productivity.

### **Intellectual Intelligence on Work Productivity**

In research conducted by: states that intellectual intelligence has a positive effect on performance productivity. and on research conducted by states intellectual intelligence has an influence on performance productivity. By having good intellectual intelligence, employee work will increase so that it has the potential to increase work productivity. Based on the studies above, it is argued that if intellectual intelligence affects work productivity, then than that H 3 can be formed, Mardiani & Al Hanafi, (2020) San et al., (2020) Laura Angelica, (2020) namely intellectual intelligence has the potential to affect work productivity.

### **The Relationship of Intellectual Intelligence Moderating Dynamic Leadership to Work Productivity**

In research conducted by: states that intellectual intelligence positively affects performance productivity, and; states that leadership has a positive effect on work productivity. Based on the studies above, dynamic leadership has an influence on work productivity and intellectual intelligence also has an influence on work productivity, so from that it can be formed H Mardiani & Al Hanafi, (2020) San et al., (2020) Yusuf & Adriansyah , (2022) Muh.Dody Almaruf et al., (2022), namely intellectual intelligence as a moderation of dynamic leadership has the potential to affect work productivity.

### **The Role of Intellectual Intelligence in Moderating Time Management on Work Productivity**

In research conducted by: states that intellectual intelligence positively affects performance productivity, and; states that time management positively affects employee productivity. Based on the studies above, time management has an influence on work productivity and intellectual intelligence also has an influence on work productivity, therefore H 5 can be formed, Mardiani & Al Hanafi, (2020) San et al., (2020) Ambarita et al., (2022) Mar'i Zubaedah, (2020) namely intellectual intelligence as a moderation of time management has the potential to affect work productivity.

## RESEARCH METHODOLOGY

### Research Design

Based on quantitative testing, this study uses a deductive-inductive approach, namely the problem phenomenon approach followed by hypothesis testing from the research sample, this study aims to test the hypothesis and the results are generalized into general truth, the truth received from the results of proving the hypothesis is expected to answer the phenomenon of the research problem. This study examines objects, namely variables of work pressure, task complexity, resilience ability and performance. Research subjects of the surrounding community who have worked and understand the variables that researchers use in their research, namely, work pressure, work complexity and resilience ability that affect performance.

### Population and Sample

According to Sudaryono 2021, "population is a generalization area consisting of objects/subjects that have certain characteristics and quantities that have been determined by researchers to be studied and then drawn conclusions". "A sample is a subset of elements taken with a population that the researcher considers to meet the characteristics to be selected as a responder." Syarifah & Ferils, (2023) Syarifah & Ferils, (2023)

Probability sampling is a sampling method that takes into account the rules of probability (probability) and allows us to determine the bias and error of sampling this sample based on the selected sample. In Chapter 1 it has been explained that sample surveys only survey a small percentage of population units. The respondent sample selection method used is Simple random sampling (SRS), which is a method where each sampling unit from the population has the same chance to be selected as a sample. This type is the most common probability sampling method used by researchers because it does not require research framework information other than a complete list of units and contact information.

### Data collection methods

The method used is questionnaire data, a research questionnaire made based on the indicators of the variables to be studied. Respondents' answers used a Likert scale of one to five consisting of strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). The purpose of using the Likert scale is to quantify the quality of the variables studied so that they can be tested using statistics.

### Kriteria Responden

In conducting this research I selected several groups of respondents such as those who are already working, freelance, and within organizations. The reason I chose the respondents was because the research I did was related to leadership, time management and intellectual intelligence where it can be done by any person or group to achieve the best results. Everyone wants to get the best results to increase their productivity so that they can save time and have a dynamic leadership attitude for their team and be an impact both for each group and themselves.

### Operational Variables

This study consists of 4 variables that make up the *structural equation modeling (SEM) research model*. Here are the definitions and measurements of indicators for each variable. **First**, dynamic leadership indicators. Self-regulation, as leaders we must be able to control emotions and find strategies or solutions to overcome them. With pattern recognition, the leader must be prepared to lose and must also have a growth mindset. Flexibility, as leaders we must be able to adjust between personal or organizational interests and must be able to change approaches when interacting with others. Speed, the leader must be able to overcome problems quickly enough

and also to solve it must have accuracy. **Second**, the management time indicator. Making a schedule, in this case must be able to make a schedule so that the work done can be completed on time. Setting priorities, as an employee must also be able to arrange the level of urgency of each job. Drawing up goals, must be able to draw up goals when a job will be completed. Minimize interference, to have good time management we must also be able to minimize the disturbances around us. **Third**, indicators of intellectual intelligence. Numerical intelligence, which is the ability to deal with numbers and analyze and count quickly. Verbal intelligence, the ability of someone who has the desire to know more things that have never been known or can be billed has a high curiosity about something. Practical intelligence, the ability of a person to be able to see the consequences of things taken and have systematic communication. Problem-solving skills, a person must have logical skills in thinking analytically and critically to make decisions. Figure ability, a person's ability to be able to understand logically on the problem and can make past problem events as experience for further learning. **Fourth**, indicators of work productivity. Ability, a person must give all abilities and expertise and must try to have a good relationship with colleagues. Work spirit, a condition that makes someone become enthusiastic can be by having a sense of liking for colleagues or there is a sense of tolerance for fellow colleagues. Self-development, the ability to have a sense of initiative to develop themselves and always improve every work done. Efficiency, a person must be able to complete work with the time set and act productively. Quality of work, must be able to maintain the results and perfection of the results of work and always have a sense to improve the quality of work. Improving the results achieved, in doing work must get the best results and must be serious so as not to work on mistakes.

### **Data Analysis Methods**

The method used to process and forecast research results to reach conclusions. In this study, researchers will process research variable data using Smart PLS software.

1. Demographic statistics of respondents, namely the identity of research respondents.
2. Descriptive Statistics, research variables to determine the minimum value, maximum value, average value and standard deviation.
3. Data Validity Test and Reliability Test, to see the quality of questionnaire questions and the consistency of responses in answering questions.
4. Hypothesis Test, Testing is needed to prove a hypothesis with an accepted hypothesis measurement standard if the statistical T value  $> 1.96$  and the T value  $<$  from 0.05.
5. Test Coefficient of Determination (R Square) is to see the ability of the independent variable and the interaction of the moderating variable in influencing the dependent variable.
6. Regression Equation, To see the magnitude of the influence coefficient of each independent variable and the impact of moderation on the dependent variable.

### **ANALYSIS AND DISCUSSION**

This study applied primary data obtained by distributing surveys to respondents and this survey was conducted electronically through the Google Form platform and managed to collect 151 respondents. In this study researchers used Smart PLS software.

Table 1  
Dissemination of Respondents Based on Sex

No	Jenis Kelamin	Jumlah	Presentase %
1	Laki-laki	92	60.9
2	Perempuan	59	39.1
Jumlah Responden		151	100

Source: Primary Data Processed, 2023

Most of the respondents were men. The number of male respondents was 92 people or 60.9%, while the remaining 59 people or around 39.1% were women.

Table 2  
Distribution of respondents by age group

No	Kelompok Umur	Jumlah	Presentase %
1	17 - 22 th	35	23.2
2	23 - 28 th	91	60.3
3	29 - 34 th	16	10.6
4	35 - 40 th	4	2.6
5	>41 th	4	2.6
6	56 th	1	0.7
Total		151	100

Source: Primary Data Processed, 2023

It can be seen from the table above that the last education that has the highest number is S1 which amounted to 116 respondents or around 76.8%, and based on the last education with a small number, namely S2 which amounted to 5 respondents or 3.3%.

Table 3  
Dissemination of Respondents Based on Employment

No	Pekerjaan	Jumlah	Presentase %
1	Karyawan Swasta	132	87.4
2	Wirausaha	8	5.3
3	Freelance	3	2
4	Tidak Bekerja	5	3.2
5	Pegawai Toko	1	0.7
6	Mahasiswa	1	0.7
7	Notaris	1	0.7
Total		151	100

Source: Primary Data Processed, 2023

It can be seen from table 1.5 that the jobs that have the highest number are private employees totaling 132 respondents or 87.4%, and based on jobs with a small number such as notaries, students and store clerks totaling 1 respondent or 0.7%.



Table 4  
Spread of Respondents Based on Working Time

No	Masa Kerja	Jumlah	Presentase %
1	1 – 2 th	55	36.4
2	3 – 4 th	53	35.1
3	5 – 6 th	27	17.9
4	7 – 8 th	6	4
5	> 9 th	10	6.6
Total		151	100

In terms of employee seniority, employees with the longest service period are over 9 years, while the minimum service period is 1 year. Judging from the distribution of respondents according to their working time, the highest number of working hours, namely 55 respondents or 36.4%, is between 1 to 2 years. The lowest number of years worked was only 6 respondents or equivalent to 4%.

### Descriptive Statistics

Descriptive statistics are used to analyze data that provide descriptions without reaching conclusions or broad generalizations. Descriptive Statistics Research variables to determine the minimum value, maximum value, average value and Standard Deviation (Andini, n.d.)

Table 5  
Descriptive Statistics

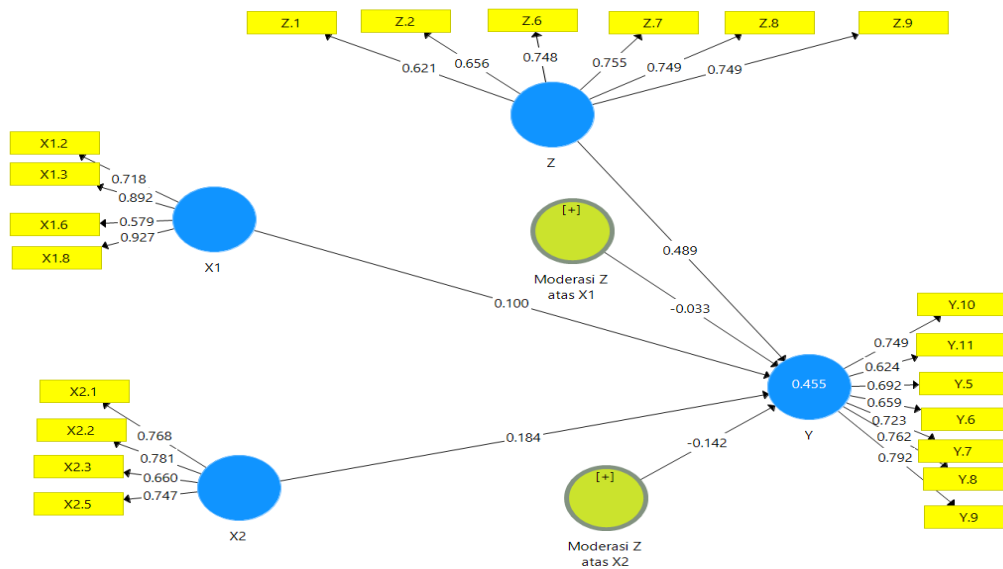
No	Variabel	Min	Max	Mean
1	Dynamic Leadership	3,63	5,00	4,37
2	Time Management	3,00	5,00	4,05
3	Kecerdasan Intelektual	3,00	5,00	4,08
4	Produktivitas Kerja	3,00	5,00	4,29

The level of application or implementation of dynamic leadership variables ranges from a minimum of 1 to a maximum of 5, with an average of 4.37. An average score of 4.37 is equivalent to an implementation of 88%, which means it needs to be increased by another 12%. The level of management time ranges from a minimum of 1 to a maximum of 5, with an average of 4.05. An average score of 4.05 equates to an implementation of 81%, indicating the need for an increase of 19%. The level of implementation of intellectual intelligence ranges from a minimum of 1 to a maximum of 5, with an average of 4.08. An average score of 4.08 is equivalent to an implementation of 81%, so it needs to be increased by another 19%. The level of work productivity ranged from a minimum of 1 to a maximum of 5, with an average of 4.29. An average score of 4.29 is equivalent to an implementation of 85%, so it needs to be increased by another 15%.

### Outer Model Test Results

The results of this outer model are used to evaluate the quality of the questions in the questionnaire and the extent to which respondents can give very consistent answers. Here are the results of the outer model being researched by researchers.

Figure 2. Outer Model Sampling



**Validity Test Analysis**

By using Smart PLS software, this measurement is carried out in 2 ways and the results of the analysis have been carried out as follows:

1. Convergent validity is the value of the loading factor on the latent variable with all indicators. Convergent validity is used to test the validity of each indicator in a variable. An individual reflective measure is said to be high if the correlation is > 0.7, meaning that the indicator is considered valid for measuring the construct made. Thus, for the scale development stage, a loading value of > 0.5 is considered sufficient to meet the requirements.

Table 6  
Hasil Analisis *Convergent Validity*

Indikator	Moderasi Z atas X1	Moderasi Z atas X2	Dynamic Leadership	Time Management	Produktivitas Kerja	Kecerdasan Intelektual
X1 * Z	1.022					
X1.2			0.718			
X1.3			0.892			
X1.6			0.579			
X1.8			0.927			
X2 * Z		1.360				
X2.1				0.768		
X2.2				0.781		
X2.3				0.660		
X2.5				0.747		
Y.10					0.749	
Y.11					0.624	
Y.5					0.692	
Y.6					0.659	
Y.7					0.723	

Y.8					0.762	
Y.9					0.792	
Z.1						0.621
Z.2						0.656
Z.6						0.748
Z.7						0.755
Z.8						0.749
Z.9						0.749

2. Discriminant Validity: This measurement uses cross loading values and AVE values. The resulting AVE value of each variable must be greater than 0.5

Table 6  
Hasil Analisis *Average Variance Extracted*

Variabel	Average Variance Extracted (AVE)
Dynamic Leadership (X1)	0.627
Time Management (X2)	0.548
Produktivitas Kerja (Y)	0.514
Kecerdasan Intelektual (Z)	0.511
Moderasi Kecerdasan Intelektual (Z) atas Dynamic Leadership (X1)	1.000
Moderasi Kecerdasan Intelektual (Z) atas Time Management (X2)	1.000

Based on the table above, it can be known the AVE value of intellectual intelligence moderation on dynamic leadership  $> 0.5$  or 1,000, for intellectual intelligence moderation on time management  $> 0.5$  or 1,000, variable dynamic leadership  $> 0.5$  or 0.627, time management variability  $> 0.5$  or 0.548, work productivity variability  $> 0.5$  or 0.514 and intellectual intelligence variable  $> 0.5$  or 0.511.

### Reliability Test Analysis

To measure how accurate the consistency of respondents' answers in the variables that researchers use.

1. Composite Reliability, this measurement is used to check the reliability value of the construct variable indicator is said to be reliable if the value  $> 0.7$  indicates high reliability, although 0.5 is still acceptable.

Table 7  
Hasil Analisis *Composite Reliability*

<i>Variabel</i>	<i>Composite Reliability</i>
Dynamic Leadership (X1)	0.867
Time Management (X2)	0.828
Produktivitas Kerja (Y)	0.880
Kecerdasan Intelektual (Z)	0.862
Moderasi Kecerdasan Intelektual (Z) atas Dynamic Leadership (X1)	1.000
Moderasi Kecerdasan Intelektual (Z) atas Time Management (X2)	1.000

Composite Reliability *value* resulting from dynamic leadership, time management, work productivity and intellectual intelligence variables  $> 0.7$  *Composite Reliability value* from the above variables such as intellectual intelligence moderation on *dynamic leadership*  $> 0.7$  or 1,000, intellectual intelligence moderation on time management  $> 0.7$  or 1,000, dynamic leadership  $> 0.7$  or 0.867, time management  $> 0.7$  or 0.828, work productivity  $> 0.7$  or 0.880 and intellectual intelligence  $> 0.7$  or 0.862. Judging from the *ditas* value, all variables above  $> 0.7$  so that it can be called reliable.

2. Cronbach's Alpha, Composite reliability tests can be strengthened using Cronbach's Alpha values. This assessment means that if the value of each variable  $> 0.7$ , it is considered reliable.

Table 8  
*Cronbach's Alpha*

<i>Variabel</i>	Crontbach's Alpha
Dynamic Leadership (X1)	0.792
Time Management (X2)	0.725
Produktivitas Kerja (Y)	0.842
Kecerdasan Intelektual (Z)	0.809
Moderasi Kecerdasan Intelektual (Z) atas Dynamic Leadership (X1)	1.000
Moderasi Kecerdasan Intelektual (Z) atas Time Management (X2)	1.000

Cronbach's Alpha *value* is produced in the variables dynamic leadership, time management, work productivity and intellectual intelligence  $> 0.7$  where the *Composite Reliability value* of the above variables such as intellectual intelligence moderation on dynamic leadership  $> 0.7$  or 1,000, intellectual intelligence moderation on time management  $> 0.7$  or 1,000, dynamic leadership  $> 0.7$  or 0.792, time management  $> 0.7$  or by 0.725, work productivity  $> 0.7$  or 0.842 and intellectual intelligence  $> 0.7$  or 0.809. From the value above, all variables above  $> 0.7$  can be called the variable has a high level of reliability.

### Hypothesis Test Analysis

Testing is necessary to prove the hypothesis. This study will test the hypothesis, namely with the standard measurement hypothesis accepted if the statistical T value  $> 1.96$  and the T value  $<$  from 0.05.

Table 9  
Uji Hypoplant

Model	Original Sample (O)	T Statistics (O/STDEV)	P Values
Moderasi Kecerdasan Intelektual (Z) atas Dynamic Leadership terhadap Produktivitas Kerja	-0.033	0.468	0.640
Moderasi Kecerdasan Intelektual (Z) atas Time Management terhadap Produktivitas Kerja	-0.142	2.539	0.011
Dynamic Leadership (X1) terhadap Produktivitas Kerja (Y)	0.100	1.394	0.164
Time Management (X2) terhadap Produktivitas Kerja (Y)	0.184	2.684	0.008
Kecerdasan Intelektual (Z) terhadap Produktivitas Kerja (Y)	0.489	6.199	0.000

From the results above, it can be explained that the largest influence is on the variable of intellectual intelligence on work productivity with a value of 6.199, the second influence is the variable of time management on work productivity with a value of 2.684, the influence of the three variables of moderation of intellectual intelligence on time management on work productivity with a value of 2.539, and the first smallest influence is the variable dynamic leadership on work productivity with a value of 1.394, The second variable moderating intellectual intelligence on dynamic leadership on work productivity with a value of 0.468. Based on the results above, it can be concluded that all models of this variable have a *positive Path Coefficient* value. It is known if the greater the value of the *Path Coefficient* so that the results will be stronger to have an effect.

### Coefficient of Determination (R<sup>2</sup>)

This test is carried out to determine whether it is feasible or not by looking at the results of the research to be studied:

Table 1.13  
Results of the Coefficient of Determination

Variabel	R Square	R Square Adjusted
Produktivitas Kerja	0.455	0.434

The R-Square table above is used to see how much influence dynamic leadership and time management have on work productivity with intellectual intelligence as moderation. Based on the table data above, there is an R Square value of 0.455. This value shows that about 45% of work productivity can be explained by a combination of independent variables such as dynamic leadership, time management and intellectual intelligence. There are other factors that can affect work productivity in addition to the variables that the researchers chose in this research model.

## Regression Equation

Table 1.14  
Path Coefficients

Model	Original Sample (O)	T Statistics (O/STDEV)	P Values
Moderasi Kecerdasan Intelektual (Z) atas Dynamic Leadership terhadap Produktivitas Kerja	-0.033	0.468	0.640
Moderasi Kecerdasan Intelektual (Z) atas Time Management terhadap Produktivitas Kerja	-0.142	2.539	0.011
Dynamic Leadership (X1) terhadap Produktivitas Kerja (Y)	0.100	1.394	0.164
Time Management (X2) terhadap Produktivitas Kerja (Y)	0.184	2.684	0.008
Kecerdasan Intelektual (Z) terhadap Produktivitas Kerja (Y)	0.489	6.199	0.000

From the data above can be concluded as a regression equation as follows:

Work Productivity = Dynamic Intellectual + Time Management + Intellectual Intelligence

1. The influence of Dynamic Leadership on Work Productivity which has a path coefficient value of 0.100 which means positive and shows that the better a person's Dynamic Leadership, the better productivity will be.
2. The effect of Time Management on Work Productivity which has a path coefficient value of 0.184 which means positive and shows that the better a person's Time Management, the better productivity will be.
3. The influence of Intellectual Intelligence on Work Productivity which has a path coefficient value of 0.489 which means positive and shows that the better a person's Intellectual Intelligence, the better productivity will be.
4. Dynamic Leadership Coefficient on Work Productivity through Intellectual Intelligence, which has a path coefficient value of -0.033 which means negative and does not have a significant role in moderating Dynamic Leadership on Work Productivity, so that Intellectual Intelligence is not as moderation.
5. The coefficient of Time Management on Work Productivity through Intellectual Intelligence, which has a path coefficient value of -0.142 which means negative and does not have a significant role in moderating Time Management of Work Productivity, so that Intellectual Intelligence is not as moderation.

## Discussion

The first hypothesis in the study was rejected. Dynamic Leadership has no effect on Work Productivity. Dynamic leaders must be able to understand the importance and inspire others to achieve success through teamwork. Instead of trying to dominate the conversation or microorganize tasks. Dynamic Leadership is implemented through four things, namely self-regulation from a leader, pattern recognition of a leader's way of thinking towards colleagues, flexibility as a leader must be able to adjust the personality and organization, speed as a leader must be able to overcome problems quickly and carefully. The implementation of these four things is contrary to the three previous studies, namely from, and which states that dynamic

leaders have a positive effect on work productivity. Because the dynamic leadership possessed by a leader makes employees feel less comfortable with leaders who are less competent, causing the level of work productivity or employees to decrease for leadership that is not in accordance with the wishes of each employee. Yusuf & Adriansyah, (2022) Muh . Dody Almaruf et al., (2022) Muh. Dody Almaruf et al., (2022)

The second hypothesis in the study was accepted. Time Management affects Work Productivity. Time Management is an activity carried out by groups and individuals to provide the best results if done with discipline and high commitment to carry it out. Every individual must know the importance of time management if they want to increase their work productivity. While work productivity is a supporting factor in business success, by having good productivity, it will benefit the company so that employee welfare will increase. Time management is implemented through four things, namely making a schedule as an employee must be able to make a schedule for when the work is completed, Setting priorities as employees we must be able to arrange the level of urgency, setting goals related to when the work will be completed, minimizing interference both from colleagues and related to other things. These results were validated by previous studies, namely from; states that time management positively affects employee productivity. But research conducted by states time management has no influence on work productivity. With increased time management, the level of productivity will also increase and vice versa if the time management decreases, the level of work productivity will also decrease significantly. Ambarita et al., (2022) Mar'i Zubaedah, (2020) Nurbaya et al., (2020)

The third hypothesis in the study was accepted. Intellectual Intelligence affects Work Productivity. That intellectual intelligence is the ability possessed individually to solve a problem using logic and receive information that has been processed so that it can face the environment effectively. Because in increasing productivity, intellectual intelligence is needed as a basis for the level of intelligence of each individual. By having good intellectual intelligence, the company will feel more benefited and caused as a support for the success of the Company. Intellectual Intelligence is implemented through five things, namely numeric intelligence as an employee must have abilities related to numbers and analysis. Verbal intelligence is related to a high level of curiosity, practical intelligence can see the consequences taken in decisions, problem-solving skills an employee must be able to think critically to make decisions, figure abilities related to understanding a problem. These results were validated with several previous studies such as those conducted by ; states that intellectual intelligence positively affects performance productivity. And in research conducted by states intellectual intelligence has an influence on performance productivity. With increased intellectual intelligence, the level of productivity will also increase and vice versa if intellectual intelligence decreases then the level of work productivity will also decrease significantly. Mardiani & Al Hanafi, (2020) San et al., (2020) Laura Angelica, (2020)

The fourth hypothesis in the study was rejected. The Effect of Intellectual Intelligence Moderation on Dynamic Leadership on Work Productivity. Dynamic leaders must be able to understand the importance and inspire others to achieve success through teamwork. Intellectual Intelligence is the ability possessed individually to solve a problem using logic and receive information that has been processed so that it can face the environment effectively. High productivity will be very beneficial both for the company and for employees, especially for their welfare. There are six indicators of work productivity, namely Ability by providing the best for the company, Morale, Self-development with initiative to continue learning, Efficiency in work must be completed on time, Quality of Work with perfection of results, Improving the results

achieved. This shows that having dynamic leadership through intellectual intelligence will not have a significant impact on work productivity. This compares best with previous research that shows that it has a positive effect on work productivity, Yusuf & Adriansyah, (2022), Muh. Dody The deceased et al., (2022) Laura Angelica, (2020)

The fifth hypothesis in the study was accepted. The Effect of Intellectual Intelligence Moderation on Time Management on Work Productivity. Time Management is an activity carried out by groups and individuals to provide the best results if done with discipline and high commitment to carry it out. Variable time management has 4 indicators between, making schedules, prioritizing, setting goals and minimizing disruption. And for work productivity has 6 indicators, ability, morale, self-development, efficiency, quality of work and increasing results. The variable of intellectual intelligence has 5 indicators, numeric intelligence, verbal intelligence, practical intelligence, problem-solving ability and figure ability. It can be concluded that good intellectual intelligence can easily manage their time management effectively and efficiently so that the level of work productivity can increase significantly. Some previous research such as those conducted by ; Ambarita et al., (2022) Mar'i Zubaedah, (2020) Laura Angelica, (2020)

## CONCLUSION

Based on the results of the discussion, it shows that calculations carried out with Smart PLS software can be concluded as follows. H1 and H4 are rejected, meaning that there is no significant influence of Dynamic Leadership on Work Productivity, no significant influence of Intellectual Intelligence on Dynamic Leadership on Work Productivity. While H2, H3 and H5 are accepted, meaning that there is a significant influence of Time Management on Work Productivity, there is a significant influence of Intellectual Intelligence on Work Productivity, there is a significant influence of Intellectual Intelligence on Time Management on Work Productivity.

In this study, it is very important to remember that every study must have limitations that we need to pay attention to for future research. For research conducted by researchers have several limitations, namely related to the number of respondents and the focus of research is only on private employees, which is one type of work, such as Civil Servants, Entrepreneurs, and others. Because each respondent has different views, beliefs, and understandings when we collect data, the information conveyed through questionnaires sometimes does not reflect the true views of respondents.

For future research researchers provide recommendations that can be proposed to improve the accuracy of research data, research samples must be taken more, observe and assess any changes in respondent behavior over time through continuous research and the addition or replacement of the above variables that can affect work productivity more accurately.

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