

The influence of personal traits and dynamic leadership on work productivity with resilience as a moderator

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Abstract

The study aims to investigate the direct influence of personal traits, dynamic leadership, and resilience on work productivity, as well as the moderating impact of resilience on the relationship between personal traits and dynamic leadership with work productivity. The research employed a structural equation modeling approach, using moderated regression analysis via Smart PLS, with a sample of employees who work productively daily. Findings reveal that personal traits, dynamic leadership, and resilience significantly and positively affect work productivity. Furthermore, resilience strengthens the influence of personal traits on work productivity. The main strategic implication is prioritizing the enhancement of dynamic leadership, followed by developing personal traits, and increasing employee resilience to boost productivity. Additionally, synergizing personal traits with resilience skills can significantly elevate employee productivity. These findings suggest critical areas for organizational development and future research to explore other potential productivity-enhancing factors.

Keywords: *dynamic leadership, resilience ability, personal traits, work productivity*

Introduction

The ranking of the quality of Indonesia's Human Resources in 2024 is in the 46th position out of 67 countries based on World Talent Ranking research from the International Institute for Management Development (IMD). Indonesia is below Singapore and Malaysia, but ahead of Thailand and the Philippines, according to a survey by the International Institute for Management Development. The human resource governance system in Singapore is known to be very focused on improving high skills, without discrimination. In Malaysia, low-skilled human resources are well managed and placed in the right kingdoms, so productivity remains high (Li, 2024; Shayea et al., 2024). Indonesia manages its human resources through various quality and equity improvement efforts, which include education, training, skills development, and health and well-being. The government also seeks to create jobs and ensure the equitable distribution of quality human resources (Marpaung et al., 2024). However, this effort is not enough, and it takes a long time for the quality of Indonesian human resources to be close to the quality of human resources in Singapore and Malaysia (Haq, 2024).

Research from Kawakubo et al. (2022) and Qi et al. (2024) states that personal traits play an important role in increasing work productivity. A positive character or personality will encourage optimal individual performance. A positive personal character will encourage positive energy to do things. Personal traits are an effective trigger to increase employee productivity and performance. The relationship between personal traits and employee performance is very close. Personal traits such as personality, emotional intelligence, and motivation, have the potential to influence how an employee works and how well they

achieve their goals. Personal traits, including personality, emotional intelligence, and motivation, have an important role in determining employee performance. Understanding and managing these traits can help organizations create a more positive and productive work environment, as well as improve overall employee performance. However, research Liliadi et al. (2022) stated that there is still a difference in the influence of personal traits on performance between men and women. This result is still a gap in itself and needs to be researched further.

Research Luo et al. (2022) and Li et al. (2022) stating that dynamic leadership can be a positive factor in supporting the performance of led human resources. Dynamic leadership will be like a driving engine that motivates subordinates to act and maximize their performance. Dynamic leadership has relationships and has great potential to influence employee performance. An effective leadership style can increase employee motivation, job satisfaction, and productivity, which ultimately results in improved overall performance. Dynamic leadership plays a crucial role in improving employee performance. An effective leadership style can motivate, engage, and develop employees, ultimately resulting in better performance. Therefore, organizations need to focus on developing a positive and effective leadership style to achieve organizational goals and improve employee well-being. However, research Satria (2021) proving that not all types of leadership affect employee performance, as does transformational leadership. This result is a separate gap and needs to be researched further.

Research Garrido-Moreno et al. (2024) and Yu et al. (2024) stating that resilience skills are very important for workers. This ability will be a psychological complement that encourages them to rise and be excited to achieve their goals. If difficulties occur, employees will be able to quickly put themselves in the right and positive position, so that they can work optimally. Resilience is a psychological capital that always has a positive impact on work productivity. Resilience has great potential to improve employee performance. Employees who have a high level of resilience tend to be better able to adapt to change, overcome challenges, and maintain optimal performance in difficult situations. Resilience is an important factor that can improve employee performance. Companies that support the development of employee resilience can create a more positive and productive work environment. However, research Putra and Jalaludin (2024) states that resilience is not able to support self-efficacy in efforts to improve performance. This fact is a new gap that needs to be researched further.

There are two novelties or differences between this research and previous research. First, there has been no previous research that places personal traits, dynamic leadership and resilience skills in a single research model, which has been tested for its direct influence on work productivity. Second, there has been no previous research that places resilience as a moderation variable, which will be tested for synergy or collaboration with personal traits and dynamic leadership, effective or not to increase work productivity.

Literature Review

Job Performance Theory, originally developed by Atkinson and Winston in 1974, emphasizes the relationship between individual performance and the amount of time devoted to work. This theory posits that future cumulative performance depends on the interaction between overall work performance level and the time spent working (King et

al., 1982). The theory closely relates to personal traits, as an individual's personality influences how they perform tasks, collaborate in teams, and achieve goals. Understanding this relationship is crucial for organizations in recruitment, placement, employee development, and enhancing job satisfaction and productivity. Moreover, the theory is connected to resilience, with highly resilient employees demonstrating better performance. Resilience, defined as the capacity to recover from hardship and adapt to change, plays a significant role in maintaining psychological stability and sustained productivity.

Proposed by Blumberg and Pringle in 1982, the Performance Dimension Theory suggests that employee performance results from the interaction of three primary elements: ability, motivation, and opportunity. In essence, the theory argues that performance depends not only on an individual's capability but also on their motivation and the opportunities available to perform effectively (Blumberg & Pringle, 1982). It further suggests that factors influencing resilience, cognitive ability, motivation, and social support, are integral to enabling individuals to overcome stress and setbacks. Employees with high resilience tend to rebound more effectively after failure and learn from such experiences. Within management and leadership studies, this theory complements the dynamic leadership concept, emphasizing adaptability and flexibility as essential leadership attributes contributing to individual and organizational success.

Personal traits refer to enduring characteristics that describe consistent patterns of thought, emotion, and behavior, constituting an individual's unique identity (Shahin et al., 2024). These traits predominantly include openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Bardach et al., 2024). Work productivity reflects the efficiency and effectiveness with which resources are utilized to accomplish tasks (Ma et al., 2024; Qi et al., 2024). Prior studies emphasize personal traits as critical drivers for enhancing productivity, where positive traits foster motivation and optimal task performance (Kawakubo & Arata, 2022; Neave et al., 2022). This foundational understanding supports the formulation of hypothesis H1: personal traits positively influence work productivity.

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Dynamic leadership is characterized by leaders' ability to adapt their approach according to changing circumstances and to inspire and motivate their teams towards goal attainment (Ahmadi et al., 2023; Cui et al., 2021). It is not a fixed style but an adaptable practice responsive to situational demands. Research affirms the positive impact of dynamic leadership on employee performance, enhancing motivation, job satisfaction, and productivity (Luo et al., 2022; Li et al., 2022). Dynamic leaders exhibit competencies such as strategic decision-making, effective communication, team motivation, and self-

development, all contributing to heightened productivity. Consequently, hypothesis H2 states: dynamic leadership positively influences work productivity.

Resilience refers to one's capacity to recover, adapt, and grow stronger following adversity, challenges, or significant life changes (Cerit & Şimşek, 2021; Stover et al., 2024). It enables employees to maintain optimal performance despite encountering stressors. Past research attributes substantial positive effects of resilience on productivity, conceptualizing resilience as psychological capital (Garrido-Moreno et al., 2024; Yu et al., 2024). In line with Job Performance Theory, resilience enhances employees' capacity to sustain and improve performance over time, leading to hypothesis H3: resilience ability positively affects work productivity.

Resilience enriches the impact of personal traits on productivity by fostering a supportive psychological environment (Baker et al., 2021; Cuartero & Tur, 2021). Employees who combine positive personal traits with high resilience are better equipped to face challenges and sustain performance. This synergy aligns with Job Performance Theory's premise on cumulative performance influenced by work environment interactions. Hence, hypothesis H4 posits that resilience strengthens the influence of personal traits on work productivity.

The interaction between resilience and dynamic leadership influences employees' ability to quickly recover, adapt, and perform under changing conditions (Zhang et al., 2024; Lombardi et al., 2021). However, not all combinations of resilience and leadership behaviors result in enhanced productivity. Hypothesis H5 proposes that resilience moderates the influence of dynamic leadership on work productivity, although empirical findings suggest mixed support.

Methods

This research employs a causality research design using Structural Equation Modeling (SEM), specifically the Partial Least Squares (PLS-SEM) approach, to examine both direct effects and moderating effects of independent variables on the dependent variable (Tambun, Heryanto, et al., 2022). Direct effect testing determines the individual impact of predictor variables on the dependent variable, work productivity (Tambun & Sitorus, 2024b). Moderation testing is conducted to assess the combined effect of independent and moderating variables on the dependent variable (Sitorus & Tambun, 2023).

The sampling method used is purposive sampling, focusing on employees who demonstrate productive work behavior daily, ensuring the relevance and representativeness of the respondents for this study's objectives. The sample size was calculated based on Hair's formula, which recommends between 5 to 10 times the number of indicators in the study (Hair & Alamer, 2022). This resulted in a total sample of 201 respondents.

Data collection was conducted using a structured questionnaire developed from validated indicators reflecting the four study variables: personal traits, dynamic leadership, resilience, and work productivity. Personal traits were measured using the Big Five Personality Traits framework, including openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism (Zhang et al., 2024). Dynamic leadership was assessed via five indicators: adaptability, strategic decision-making, effective communication, team motivation, and self-development (Asbari et al., 2023). Resilience was

measured using four indicators: mental toughness, physical resilience, emotional balance, and purpose and meaning (Steven & Prihatsanti, 2018). Work productivity was assessed by attendance, quantity, and quality of work (Romeo et al., 2024). Measurement instruments were developed based on established theories: Personal Traits assessed via the Big Five (openness, conscientiousness, extraversion, agreeableness, neuroticism), Dynamic Leadership via adaptability, strategic decision-making, effective communication, team motivation, and self-development, Resilience through mental toughness, physical resilience, emotional balance, and purpose, and Work Productivity assessed by attendance, quantity, and quality of output. Validity tests showed all indicator loadings above 0.7, confirming strong validity. Reliability was verified with Cronbach's alpha, composite reliability, and rho values exceeding 0.7, indicating consistent and reliable measurements. Responses were recorded on a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Data analysis proceeded in several stages. Initially, descriptive statistical analysis summarized respondent characteristics and the average implementation rates of each variable. The second stage involved testing the validity, reliability, and goodness-of-fit of the measurement model. Validity was confirmed through indicator loadings, all exceeding 0.7, and average variance extracted (AVE) values above 0.5 for each construct (Tambun & Sitorus, 2025). Reliability was verified with Cronbach's alpha, composite reliability, and rho values all above 0.7, indicating consistent and reliable responses (Tambun, Sitorus, et al., 2022).

The model fit was evaluated using Normed Fit Index (NFI), Standardized Root Mean Square Residual (SRMR), and coefficient of determination (R^2). The NFI value of 0.814 and SRMR value of 0.072 indicated an acceptable model fit, while an R^2 of 0.344 suggested moderate explanatory power for the model.

Hypothesis testing employed a one-tailed test method, where hypotheses were accepted if the t-statistic exceeded 1.65 and the p-value was below 0.05 (Tambun & Sitorus, 2024a). Data processing and model estimation were performed using SmartPLS software Hair Jr et al. (2021), which facilitates the examination of direct and moderating effects in the structural model.

Results and Discussion

This study included 201 respondents, with 135 females and 66 males. Among these, 40 respondents were aged 25 to 35 years, 115 were aged 36 to 45 years, and 46 were aged above 45 years. In terms of educational background, 152 respondents held a bachelor's degree, 40 held a master's degree, and 9 possessed a doctoral degree. Regarding employment position, 160 respondents were senior staff, 28 were supervisors or section heads, and 13 were managers or leaders. The descriptive statistical responses to the research questionnaire are presented in Table 1.

Table 1. Descriptive Statistics

| No. | Variable | Mean | Minimum | Maximum | Std. Deviation |
|-----|-------------------------|------|---------|---------|----------------|
| 1 | Personal Traits | 4,14 | 1 | 5 | 0,76 |
| 2 | Dynamic Leadership | 4,23 | 1 | 5 | 0,60 |
| 3 | Resilience Capabilities | 4,41 | 1 | 5 | 0,61 |
| 4 | Work Productivity | 4,33 | 1 | 5 | 0,58 |

The descriptive statistics illustrate the average implementation rate of each variable among respondents. The mean score for personal traits is 4.14 out of a maximum of 5, or 82.8% realization in the field. For dynamic leadership, the average is 4.23 out of 5 (84.6%). Resilience ability holds an average of 4.41 out of 5 (88.2%), and work productivity shows an average of 4.33 out of 5 (86.6%).

The assessment of structural model fit was performed using PLS-SEM. Goodness-of-fit indices demonstrated an NFI of 0.814 and SRMR of 0.072, indicating an acceptable fit. The R^2 value of 0.344 reveals that personal traits, dynamic leadership, and resilience, along with the moderating effect of resilience, explained 34.4% of the variance in work productivity—an indication of moderate explanatory power (Fig.1).

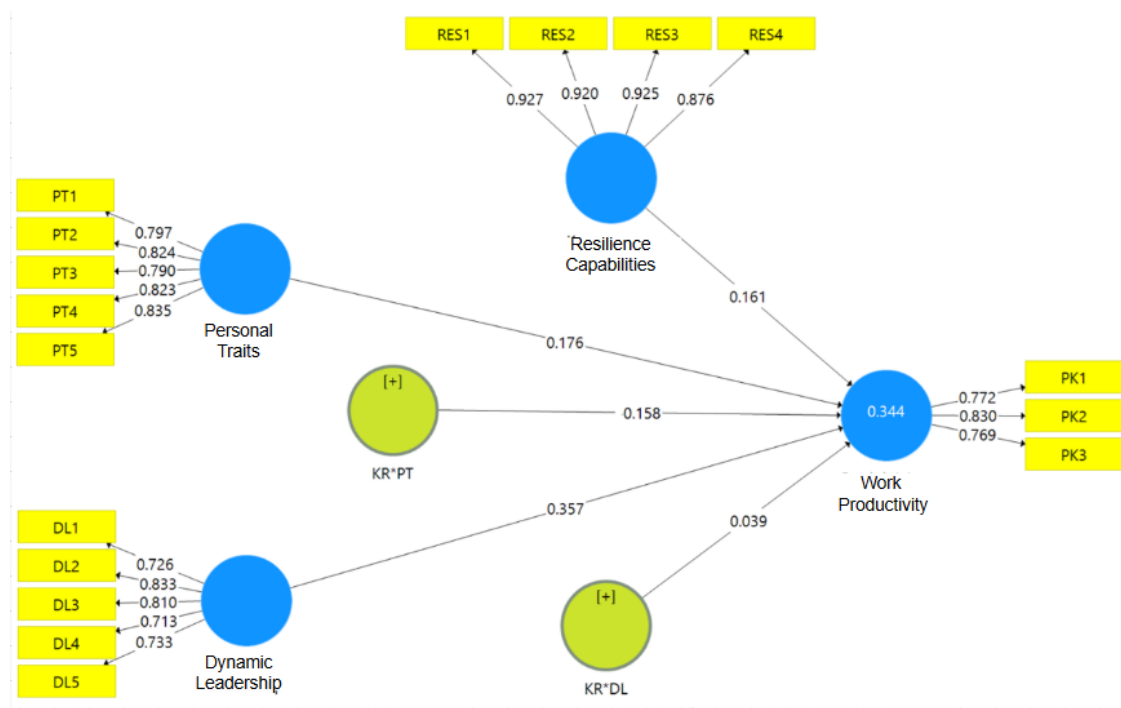


Figure 1. Loading Factor

Validity tests are conducted to determine whether each item in the questionnaire appropriately represents the variables under study. The validity assessment utilized data collected from the completed questionnaires, with results depicted in Figure 1 as loading factors. Each indicator's loading factor exceeded 0.5, indicating valid measures; notably, all indicators demonstrated loading factors above 0.7, reflecting very strong validity. Beyond individual indicator loadings, validity can also be evaluated collectively for each construct by examining the Average Variance Extracted (AVE) values presented in Table 2.

Table 2. Construct Reliability and Validity

| No. | Variable | Cronbach Alpha | Rho | Composite Reliability | AVE |
|-----|-------------------------|----------------|-------|-----------------------|-------|
| 1 | Personal Traits | 0,874 | 0,883 | 0,908 | 0,663 |
| 2 | Dynamic Leadership | 0,821 | 0,824 | 0,875 | 0,584 |
| 3 | Resilience Capabilities | 0,933 | 0,938 | 0,952 | 0,832 |
| 4 | Work Productivity | 0,705 | 0,717 | 0,834 | 0,626 |

Constructs with an AVE value exceeding 0.5 are considered to have valid indicator groupings. These findings confirm the validity of the grouped indicators within each variable. The reliability test was carried out to determine the level of consistency of the respondents. Respondent consistency describes the quality of the data. The data of this study is reliable because all the study variables have Cronbach's alpha, rho, and composite reliability scores, all > 0.7 . This means that the research data is consistent and the research respondents are the right respondents in this study.

Table 3. Goodness of Fit

| No. | Components of Goodness of Fit | Score |
|-----|---|-------|
| 1 | Normed Fit Index (NFI) | 0,814 |
| 2 | Standardized Root Mean Square Residual (SRMR) | 0,072 |
| 3 | R Square or Coefficient of Determination | 0,344 |

The goodness of fit needs to be measured to assess how well the statistical model fits the observed data. In simple language, it is a way to evaluate whether a model matches the observed data. If the model fits well, it means that it is able to accurately explain the observed data. The result is an NFI of $0.814 > 0.8$ which means that the model and data match, and meet the goodness of fit. Likewise, SRMR $0.072 < 0.08$ means that the model is built according to the observed data, and the model is able to explain the relationship between variables well. The determination coefficient was 34.4%, which means that personal traits, dynamic leadership, and resilience skills, in explaining performance productivity, plus the impact of resilience moderation was 34.4%. The value of this determination coefficient is moderate.

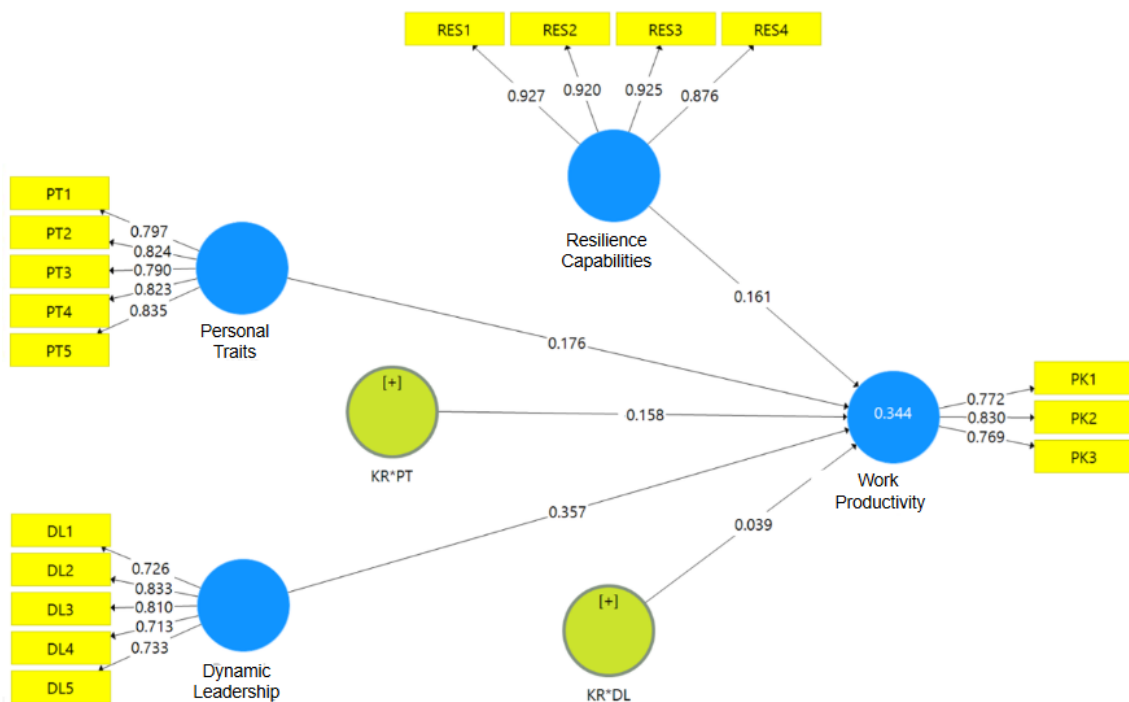


Figure 2. Statistical T Test Results

The research hypothesis test can be carried out by looking at the statistical T value produced. Because the research hypothesis developed in this study is one-way, the test results have a significant effect if the Statistical T value > 1.65 . In Figure 2 there are four Statistical T-values greater than 1.65 and one Statistical T-value that is smaller than 1.65. The following hypothesis test results are presented in the form of a table.

Table 4. Hypothesis Test Results

| Research Hypothesis | Coefficients | T Stat | P Values | Decision |
|--|--------------|--------|----------|----------|
| Personal Traits \rightarrow Work Productivity | 0,176 | 2,53 | 0,006 | Accepted |
| Dynamic Leadership \rightarrow Work Productivity | 0,357 | 5,08 | 0,000 | Accepted |
| Work Productivity \rightarrow Resilience Ability | 0,161 | 2,57 | 0,005 | Accepted |
| KR*PT \rightarrow Work Productivity | 0,158 | 2,09 | 0,018 | Accepted |
| KR*DL \rightarrow Work Productivity | 0,039 | 0,43 | 0,333 | Rejected |

Table 4 presents the significance test of path coefficients between study variables rather than a direct hypothesis test. Four paths showed significant positive effects: Personal Traits to Work Productivity ($\beta=0.176$, $t=2.53$, $p=0.006$), Dynamic Leadership to Work Productivity ($\beta=0.357$, $t=5.08$, $p<0.001$), Resilience to Work Productivity ($\beta=0.161$, $t=2.57$, $p=0.005$), and the moderating effect of Resilience on Personal Traits to Work Productivity ($\beta=0.158$, $t=2.09$, $p=0.018$). The moderating effect of Resilience on Dynamic Leadership to Work Productivity was not significant ($\beta=0.039$, $t=0.43$, $p=0.333$). The results of the hypothesis test informed that there were four accepted research hypotheses and as many as one research hypothesis that were rejected. The following research hypotheses are discussed one by one in detail.

Personal traits had a significant effect on work productivity with statistical t-values of $2.54 > 1.65$ and p values of $0.006 < 0.05$. The influence given is positive or unidirectional. The better the personal trait, the more work productivity will also increase. The lower the personal traits, the more work productivity will decrease. Success in increasing personal traits by 1 will increase work productivity by 0.176. A decrease in personal traits by 1 will reduce work productivity by 0.176. Personality traits consist of: openness to experience, awareness, extroversion, friendliness, and neuroticism. The implication is that openness to experience is an important character in the effort to increase work productivity. Awareness of one's existence and being able to position oneself well, is also proven to increase work productivity. Extroversion as a personality trait characterized by orientation to the outside world, social interaction, and getting energy from social activities has also been proven to support increased work productivity. Friendliness in interacting and acting is also a driver of increased work productivity. Neuroticism as a person's ability to cope with stress also plays a positive role in increasing work productivity. The results of this study are consistent and support previous research that states that personal traits are an important factor to encourage work productivity (Kawakubo & Arata, 2022). This research also supports previous research that states that personal traits encourage each individual to give their best at each task and responsibility given (Neave et al., 2022). This research is also new evidence and complements the implementation of job performance theory. Job performance theory is closely related to personal traits because a person's personality can influence how they work, interact in a team, and achieve results.

Dynamic leadership has a significant positive effect on work productivity with statistical t values of $5.08 > 1.65$ and p values of $0.000 < 0.05$. The better the dynamic leadership, the more work productivity will also increase. The lower the dynamic leadership, the more work productivity will also decrease. If the dynamic leadership increases by 1, it will increase work productivity by 0.357. If dynamic leadership decreases by 1, it will decrease work productivity by 0.357. Dynamic Leadership is measured through five indicators, namely adaptability, strategic decision-making, effective communication, team motivation, and self-development and others. The implication is that the ability of leaders to adapt to the environment and be civilized with change has a positive impact on increasing work productivity. Likewise, the ability of leaders to make strategic decisions also encourages increased work productivity. The effectiveness of communication from leaders to subordinates is very important and is an important part of efforts to increase work productivity. The ability of the leader to motivate the work team in each unit has a positive impact on efforts to increase work productivity. Likewise, self-development activities carried out by leaders and all team members also contribute positively to increasing work productivity. The results of this study are consistent and support the research Luo et al. (2022) and Li et al. (2022) which states that dynamic leadership can be a positive factor in supporting the performance of led human resources. Dynamic leadership will be like a driving engine that motivates subordinates to act and maximize their performance. This research also supports performance dimension theory which emphasizes the importance of adaptation and flexibility in leadership.

Resilience ability had a significant positive effect on work productivity with statistical t -values of $2.57 > 1.65$ and p values of $0.005 < 0.05$. The better the resilience ability, the more work productivity will also increase. The lower the resilience ability, the more work productivity will also decrease. If the resilience ability increases by 1, it will increase work productivity by 0.161. If the resilience ability decreases by 1, it will reduce work productivity by 0.161. Resilience ability is measured using four indicators, namely mental toughness, physical resilience, emotional balance, purpose and meaning. The implication is that a person's mental toughness in dealing with the problems they face, no matter how severe the problem is, mental toughness will overcome it, mental toughness has a positive impact on work productivity. Likewise, physical endurance also plays a role in increasing work productivity. Emotional balance and the ability to control emotions have a positive impact on efforts to increase work productivity. The ability to understand the purpose and meaning of life also helps a person to rise from adversity and helps to increase work productivity. The results of this study are consistent and support previous research that states that resilience is a psychological capital that always has a positive impact on work productivity (Garrido-Moreno et al., 2024; Yu et al., 2024). This study also adds new evidence of the implications of job performance theory which states that time will bridge the improvement of each worker's performance. Then the interaction at work and the role of resilience skills will go beyond efforts to improve performance.

Resilience ability was able to strengthen the influence of personal traits on work productivity, statistical t -values of $2.09 > 1.65$ and p values $0.018 < 0.05$. The combination of resilience skills with personal traits has a significant impact on work productivity. Every time there is an increase in synergy between resilience ability and personal traits by 1, work productivity will increase by 0.158. The implication can be interpreted that Mental

toughness, physical endurance, emotional balance, a good understanding of the purpose and meaning of life are essential to support a person's personal traits. Mental toughness, physical resilience, emotional balance, understanding of the purpose and meaning of life that exists in a person will encourage openness to experience, awareness, extroversion, friendliness, and neuroticism to be optimal. The combination of these components will increase work productivity which is realized through good attendance, maximum work quantity, and high work quality. The results of this study support previous research that stated that resilience skills and personal traits have the potential to create positive energy for employees (Baker et al., 2021). Good personal traits supported by adaptability will make employees a resilient person and able to face all existing challenges (Cuartero & Tur, 2021). The results of the study are evidence of the implications of Job performance theory which states that cumulative performance in the future is influenced by the interaction between the overall performance level at work.

Resilience ability is not able to strengthen the influence of dynamic leadership on work productivity, statistical t values $0.43 < 1.65$ and p values $0.333 > 0.05$. Collaboration with resilience skills with dynamic leadership has not succeeded in increasing work productivity. The implication can be interpreted that Mental toughness, physical resilience, emotional balance, a good understanding of the purpose and meaning of life do not help dynamic leadership. The components of mental toughness, physical resilience, emotional balance, a good understanding of the purpose and meaning of life cannot collaborate well with the components of adaptability, strategic decision-making, effective communication, team motivation, and self-development. The collaboration of these two groups is not effective in increasing work productivity. The results of the study do not support previous research that has been conducted by (Zhang et al., 2024; Lombardi et al., 2021). Research also does not support Job performance theory, which states that future cumulative performance is influenced by interactions between overall performance levels while working.

Conclusion

This study confirms positive direct effects of personal traits, dynamic leadership, and resilience on work productivity, with dynamic leadership exerting the strongest influence. Resilience also moderates the effect of personal traits on productivity. Recommended organizational strategies prioritize enhancing dynamic leadership, followed by boosting personal traits and resilience among employees. Limitations include lack of qualitative follow-up to explore unsuccessful synergy between resilience and dynamic leadership. Future research should consider additional factors such as creative thinking, problem-solving, and innovative behaviors to further enhance work productivity.

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