



**THE INFLUENCE OF MOTIVATION AND RESPONSIBLE LEADERSHIP ON
TASK PERFORMANCE WITH EMPLOYEE WELL-BEING AS A MEDIATING
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Abstract

This research investigates the effects of motivation and responsible leadership on task performance, with employee well-being acting as a mediating factor among staff members at Maguan Husada Hospital. In the fast-paced and demanding setting of the healthcare industry, it is crucial to identify internal organizational elements that influence employee productivity. Motivation and responsible leadership are recognized as essential drivers that can enhance employee well-being, which subsequently impacts their task performance. In this context, well-being is analyzed as an intermediary variable that connects motivation and responsible leadership to task-related outcomes. A quantitative research design was adopted, utilizing a survey method. A purposive sampling technique was applied to select 150 active staff members at Maguan Husada Hospital. Data were obtained through a structured questionnaire and analyzed using SmartPLS. The analysis confirmed that all proposed hypotheses—namely, the impact of motivation on well-being, the influence of responsible leadership on well-being, the direct effects of both motivation and responsible leadership on task performance, as well as the mediating function of well-being are statistically significant. The findings provide both theoretical insights for the body of knowledge in human resource management within the healthcare sector and practical guidance for hospital administrators seeking to enhance staff performance through improved motivation, responsible leadership practices, and a stronger focus on employee well-being.

Keywords: motivation, responsible leadership, employee well-being, task performance



INTRODUCTION

In today's rapidly evolving and increasingly complex work environment, it is essential for healthcare institutions to understand the factors that influence employee well-being and task performance. Employee performance plays a critical role in achieving organizational goals, with motivation being a key driver of both individual well-being and overall organizational success. Motivation refers to the internal drive that propels individuals to act and serves as the underlying reason for behavior (Yusa & Rananda, 2019). When employees feel motivated, they are more likely to be engaged, productive, and satisfied at work, while a lack of motivation can lead to diminished well-being and poor task outcomes. Enhancing employee motivation is therefore essential for improving performance and maintaining organizational balance (Putri & Frianto, 2019). Responsible leadership, which integrates ethical leadership with corporate social responsibility, emphasizes accountability and the creation of a respectful and inclusive work environment (Shi & Ye, 2016). Such leadership not only fosters employee appreciation but also serves as a model that inspires positive behavioral imitation (Han et al., 2019). Furthermore, employee well-being—shaped by workplace experiences and environmental factors—significantly impacts organizational performance (Rizky & Sadida, 2019). A supportive work environment that aligns employee efforts with fair rewards fosters well-being, while imbalance can lead to its decline (Sadida & Fitria, 2018). Task performance, defined as an individual's ability to complete assigned duties effectively and efficiently, is a crucial aspect of workplace productivity (Danuadji & Havidz, 2023). Achieving performance standards within expected timelines reflects high



task performance, which ultimately enhances both individual and organizational outcomes (Manumpil et al., 2022).

The rising intensity of work-related pressure highlights the critical role of employee well-being in maintaining the stability of healthcare services. Employees with strong motivation and those working under responsible leadership tend to handle job stress more effectively and sustain high performance levels (Abdi & Chalimah, 2020; Zahratulfarhah et al., 2022). However, the dynamics between motivation, responsible leadership, and task performance remain insufficiently explored without accounting for the mediating role of employee well-being. Existing literature still lacks clarity on how employee well-being might enhance or diminish the effects of motivation and responsible leadership on task performance.

This study focuses on Maguan Husada Hospital as a case study, driven by the growing concern over motivation, responsible leadership, and employee well-being in human resource management within the institution. High work motivation is believed to enhance task performance, while responsible leadership fosters a supportive and positive work environment. However, in practice, employees often face intense workloads and emotional demands, making well-being a critical issue that directly impacts performance quality. Therefore, this research aims to explore the mediating role of employee well-being in the relationship between motivation, responsible leadership, and task performance. The study holds both theoretical and practical significance—contributing to a deeper understanding of psychological and organizational dynamics in the healthcare sector, and offering practical insights for hospital management to



develop sustainable performance strategies centered on employee welfare and real needs.

LITERATURE REVIEW

Theoretical Framework: Motivation, Responsible Leadership, Task Performance, and Employee Well-Being

Motivation refers to the psychological drive within employees that fuels their ability to adapt to their surroundings and contribute to the achievement of organizational goals (Dorta-Afonso et al., 2023). It is fundamentally linked to internal urges and personal needs that stimulate optimal work behavior (Merdekawati et al., 2022). In organizational settings, motivation significantly influences employees' effectiveness, dedication, and overall output quality (Syamsu & Syam, 2021). Both intrinsic factors such as personal ambition and the need for recognition and extrinsic factors including workplace conditions, leadership styles, reward mechanisms, and organizational culture play a role in shaping motivation (Alfidhdho & Pujianto, 2024). Responsible leadership, on the other hand, emphasizes ethical conduct, social accountability, and sustainability in decision-making (Haque et al., 2021). It promotes long-term value creation through ethical integrity, social contribution, environmental responsibility, and stakeholder engagement. In terms of performance, task performance represents an employee's ability to effectively carry out core duties within the organization, not only through task completion but also by encouraging others and overcoming obstacles to achieve better outcomes (Thalia & Saraswati, 2024; Maulidia & Putra, 2023). This performance is influenced by internal factors such as skills, training, motivation, and mental readiness, as well as external elements like workplace



environment and organizational policies (Evita et al., 2019; Lestary & Chaniago, 2018). Lastly, employee well-being encompasses physical, mental, emotional, and social wellness, which collectively support a healthy and productive work atmosphere (Yu et al., 2021). Strong interpersonal support and emotional resilience in the workplace can enhance job satisfaction, commitment, and service quality, while neglecting well-being may lead to reduced performance and poor decision-making (Peiró et al., 2019; Sirgy & Lee, 2016; Edgar et al., 2017; Rasool et al., 2020). According to Kusier and Folker (2020), meaningful work, adaptive coping, a balance of positive and negative experiences, fulfillment of needs, and job satisfaction are critical components of employee well-being.

The Influence of Motivation on Employee Well-Being

Research by Kelvin and Evi Silvana Muchsinati (2023) confirms that motivation significantly impacts both employee performance and job satisfaction. Since job satisfaction is a key component of employee well-being, the study suggests that higher levels of motivation can directly enhance an employee's overall well-being. Therefore, motivated individuals tend to experience greater fulfillment and mental wellness at work.

H1: Motivation has a significant effect on employee well-being.

The Influence of Responsible Leadership on Employee Well-Being

According to Nathalie Anatias Kosidin and Oey Hannes Widjaja (2024), responsible leadership contributes positively to employee job satisfaction, which in turn strengthens their overall well-being. Leaders who act ethically, prioritize sustainability, and engage with stakeholders create supportive environments that promote both personal and professional growth among employees.



H2: Responsible leadership has a significant effect on employee well-being.

The Combined Influence of Motivation and Responsible Leadership on Employee Well-Being

Shafira Bani Anshori and Aniek Maschudah Ilfitriah (2023) found that both leadership quality and work motivation significantly influence employee performance. As job satisfaction one of the dimensions of employee well-being is considered in their analysis, it can be inferred that the combination of motivation and responsible leadership positively and simultaneously contributes to enhancing employee well-being.

H3: Motivation and responsible leadership have a significant simultaneous effect on employee well-being.

Employee Well-Being as a Mediator Between Motivation, Responsible Leadership, and Task Performance

Fathiyah, Zulfina Andriani, and Fitriaty (2022) demonstrated that transformational leadership and work motivation impact employee performance, with innovative behavior serving as a mediating variable. Although the mediator differs, this finding supports the idea that leadership and motivation can influence task performance through a mediating factor. Based on this, it can be proposed that employee well-being mediates the relationship between motivation, responsible leadership, and task performance.

H4: Motivation and responsible leadership influence task performance through the mediation of employee well-being.



RESEARCH METHOD

This study adopts a quantitative approach aimed at examining the influence of motivation and responsible leadership on employee well-being, as well as their joint impact on task performance through the mediating role of employee well-being. This method enables the researcher to assess the extent to which the independent variables—motivation and responsible leadership affect task performance while considering employee well-being as a mediating factor. Primary data were obtained directly from respondents using a structured questionnaire distributed to employees at Maguan Husada Hospital, selected through purposive sampling based on specific criteria: (1) a minimum of one year of work experience, (2) active involvement in core organizational tasks, and (3) voluntary participation. This sampling technique was chosen to ensure the data collected were both relevant and aligned with the research objectives. The questionnaire, constructed from theoretically validated indicators, included closed-ended statements measured using a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). It encompassed items representing the study’s four key constructs: motivation, responsible leadership, employee well-being, and task performance. Prior to the main survey, the instrument underwent pilot testing to confirm the reliability and construct validity of each measurement item.

Table 1. Respondent Demographic Data

Demographic Variables	Frequency	Presentation
Gender		
Male	43	28.7%
Female	107	71.3%
Age		
20 - 30 years	106	70.7%



30 - 40 years	32	21.3%
40 - 50 years	12	8.0%
50 - 60 years	-	-
Length of work at Maguan Husada Hospital		
< 1 year	64	42.7%
1 - 3 years	50	33.3%
4 - 6 years	34	22.7%
> 6 years		

Based on Table 1, the majority of respondents were female (71.3%) and predominantly within the age range of 20 to 30 years (70.7%). In terms of work tenure at RS Maguan Husada, the highest proportion of employees (42.7%) had been employed for less than one year.

RESULTS AND DISCUSSION

Outer Loading

Table 2. Outer Loading

	EWB	MO	RL	TP
EWB1	0,848			
EWB2	0,828			
EWB3	0,838			
EWB4	0,853			
MO1		0,801		
MO2		0,813		
MO3		0,841		
MO4		0,782		
RL1			0,890	
RL2			0,820	
RL3			0,841	
RL4			0,851	
TP1				0,849
TP2				0,800
TP3				0,789
TP4				0,779



The outer loading analysis confirms that all measurement indicators meet the convergent validity threshold, with loading factors exceeding 0.7. For the *employee well-being* construct, indicator values are notably strong: EWB1 (0.848), EWB2 (0.828), EWB3 (0.838), and EWB4 (0.853). Similarly, *motivation* indicators MO1 (0.801), MO2 (0.813), MO3 (0.841), and MO4 (0.782) demonstrate solid reliability, although MO4 registers slightly lower than the others. The *responsible leadership* variable yields the highest loadings overall, with RL1 (0.890), RL2 (0.820), RL3 (0.841), and RL4 (0.851). In the case of *task performance*, TP1 (0.849) and TP2 (0.800) show high values, while TP3 (0.789) and TP4 (0.779) still satisfy the minimum validity requirement. Overall, the measurement model is considered valid, as no indicator falls below the acceptable loading value.

Validity and Reliability Test

Table 3. Validity and Reliability Test

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
EWB	0,863	0,907	0,708
MO	0,824	0,884	0,655
RL	0,873	0,913	0,724
TP	0,819	0,880	0,648

Based on the results of the construct validity and reliability tests, all variables in this study demonstrated strong psychometric properties. The Cronbach's alpha values exceeded 0.8 for all constructs EWB (0.863), MO (0.824), RL (0.873), and TP (0.819) indicating high internal consistency. Furthermore, the composite reliability scores for each construct surpassed the 0.7 threshold, and the Average Variance Extracted (AVE) values met the minimum requirement of



0.5, reflecting sufficient variance explained by the indicators. These findings confirm that the measurement instruments used in this study are both reliable and valid.

Fornell Larcker Discriminant Validity Test

Table 4. Fornell Larcker Discriminant Validity

	EWB	MO	RL	TP
EWB	0,842			
MO	0,720	0,809		
RL	0,681	0,729	0,851	
TP	0,703	0,747	0,764	0,805

Based on the results in Table 4, the discriminant validity test using the Fornell-Larcker criterion confirms that each construct in the model demonstrates strong discriminant validity. This is indicated by the square root of AVE for each construct being greater than its correlations with other constructs in the same column. For example, the square root of AVE for EWB is 0.842, which exceeds its correlations with MO (0.720), RL (0.681), and TP (0.703). Similarly, MO, RL, and TP show AVE square roots of 0.809, 0.851, and 0.805, respectively each higher than their inter-construct correlations. These findings confirm that the constructs are distinct from one another, fulfilling the requirements for discriminant validity.

Hypothesis Testing

Table 5. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
EWB -> TP	0,703	0,710	0,040	17,717	0,000
MO -> EWB	0,477	0,492	0,104	4,597	0,000
RL -> EWB	0,333	0,322	0,105	3,170	0,002



Based on the results presented in Table 5, all relationships between variables in the proposed model are statistically significant. The path from Employee Well-Being (EWB) to Task Performance (TP) shows a strong and significant effect, with a coefficient of 0.703, a t-value of 17.717, and a p-value of 0.000. Furthermore, the influence of Motivation (MO) on EWB is also statistically meaningful, indicated by a coefficient of 0.477, a t-value of 4.597, and a p-value of 0.000. Lastly, Responsible Leadership (RL) significantly affects EWB, as reflected in a coefficient of 0.333, a t-value of 3.170, and a p-value of 0.002. These findings confirm that all tested paths in the model are supported and statistically validated.

R Square

Table 6. R Square

	R-square	R-square adjusted
EWB	0,570	0,564
TP	0,495	0,491

Based on the analysis results, the R-square value for Employee Well-Being (EWB) is 0.570, indicating that 57.0% of the variation in employee well-being is explained by the independent variables—motivation and responsible leadership. The Adjusted R-square of 0.564 confirms that even after accounting for the number of predictors, the model still explains 56.4% of the variance effectively. For Task Performance (TP), the R-square value of 0.495 suggests that 49.5% of its variation is accounted for by motivation, responsible leadership, and employee well-being as a mediating variable. The Adjusted R-square of 0.491 further supports the model's explanatory power after adjusting for the number of



predictors. Overall, these findings demonstrate that both models possess substantial predictive strength in explaining the observed phenomena.

Discussion

The statistical findings indicate that motivation has a significant and positive impact on employee well-being. Employees with high levels of both intrinsic and extrinsic motivation tend to experience greater workplace well-being. Strong motivation fosters active work engagement, enhances self-confidence, and cultivates enthusiasm for achieving organizational goals, contributing to a meaningful and positive work experience. These findings align with Herzberg's motivator-hygiene theory, which emphasizes that motivational elements such as achievement and recognition significantly influence job satisfaction and well-being. This result also supports the research of Kelvin and Evi (2023), which found a positive correlation between motivation and job satisfaction a key aspect of employee well-being.

Furthermore, the data reveals that responsible leadership significantly and positively affects employee well-being. A leadership approach grounded in social responsibility, ethical values, and attentiveness to employee needs fosters a supportive, harmonious, and productive work environment. Responsible leaders not only provide technical guidance but also serve as moral exemplars and sources of psychosocial support. This leadership style directly enhances employees' emotional, social, and psychological well-being. The findings are consistent with the insights of Maak and Pless (2020), who emphasized that responsible leadership strengthens interpersonal relationships and substantially improves employees' quality of work life.



In combination, motivation and responsible leadership both exert a significant influence on employee well-being. This suggests that the synergy between internal drive and external support plays a crucial role in shaping employees' perceptions of well-being. When motivation is reinforced by ethical and supportive leadership, it creates an environment that nurtures engagement, growth, and job satisfaction.

Moreover, employee well-being is shown to significantly mediate the relationship between motivation, responsible leadership, and task performance. This means that the positive effects of motivation and responsible leadership on job performance are amplified when employee well-being is also enhanced. Within the context of Maguan Husada Hospital where work demands are notably high maintaining staff well-being is especially vital. Hence, organizational strategies that integrate efforts to increase motivation, reinforce ethical leadership, and implement well-being programs are essential for boosting employee productivity and sustaining performance over time.

CONCLUSION

Based on the analysis and discussion, it can be concluded that both motivation and responsible leadership exert direct and indirect effects on task performance through employee well-being as a mediating variable. Motivation has a significant positive impact on employee well-being, as highly motivated employees tend to experience greater job satisfaction, a sense of purpose, and overall well-being. Similarly, responsible leadership significantly enhances employee well-being by fostering a fair, transparent, and supportive work environment through ethical and accountable leadership practices. The combined



influence of internal motivation and responsible leadership creates a meaningful synergy that positively shapes employees' perceptions of their well-being at work. Furthermore, employee well-being significantly contributes to improved task performance, reflected in higher quality, quantity, and efficiency of work. It also acts as a crucial mediator in the relationship between motivation, leadership, and performance, suggesting that efforts to enhance employee motivation and implement responsible leadership will be more effective when accompanied by strategies that support employee well-being. Overall, the study underscores the importance of psychological and social factors in shaping employee performance, highlighting the need for a holistic and integrated human resource management approach. For healthcare institutions like Maguan Husada Hospital, these findings offer valuable insights for developing sustainable HR strategies that balance productivity goals with the human aspects of the workplace.

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