

E-ISSN: 2581-8868

Volume-05, Issue-02, pp-21-27

[www.theajhssr.com](http://www.theajhssr.com)

Research Paper

Open Access

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE IS MEDIATED BY WORK MOTIVATION

<sup>1</sup>Balqisya Islammita Murdianto, <sup>2</sup>Achmad Sani Supriyanto<sup>1,2</sup>(Department of Management, Faculty Of Economics, UIN Maulana Malik Ibrahim, Malang, Indonesia)

## ABSTRACT

The purpose of this study is to test and analyze the influence of transformational leadership on employee performance, test and analyze the influence of work discipline on employee performance, test and analyze the effect of work motivation on employee performance, test and analyze the effect of transformational leadership on employee performance through work motivation, and test and analyze the effect of work discipline on employee performance through work motivation. This study uses this type of explanatory research. The sample used by 88 employees of PT Interglobal Electric Parts Gresik using saturated sampling technique. The data used in this study is primary data and secondary data. The path analysis model used in this study used SPSS 21. The results showed that transformational leadership (X1) was negative and significant to employee performance (Y). Work discipline (X2) has a positive and significant effect on employee performance (Y). Work motivation (Z) has a positive and significant effect on employee performance (Y). The study also showed that work motivation (Z) is capable of being a mediation variable between transformational leadership (X1) on employee performance (Y) and the effect of work discipline (X2) on employee performance (Y).

**KEYWORDS:** Transformational Leadership, Work Discipline, Employee Performance, Work Motivation

## 1. INTRODUCTION

To create high performance, it takes optimal performance improvement and is able to use the potential of human resources owned by performance to create organizational goals, so that it will make a positive contribution to the development of an organization. According to (Huseno, 2016) employee performance is a continuous process that involves human resources to achieve the desired results. Other factors also affect employee performance such as transformational leadership according to (Purnomo & Saragih, 2016) namely transformational leadership can be interpreted as a process to change and transform individuals in order to change and improve themselves, which involves motives and fulfillment of needs and appreciation for that. The next factor that influences is work discipline. Discipline is the awareness and willingness of a person to obey all company regulations and social norms that apply (M. S. . Hasibuan, 1995). Furthermore, work motivation, motivation are the reasons, the impulses that exist in man that cause him to do something or do something (Wursanto, 1994).

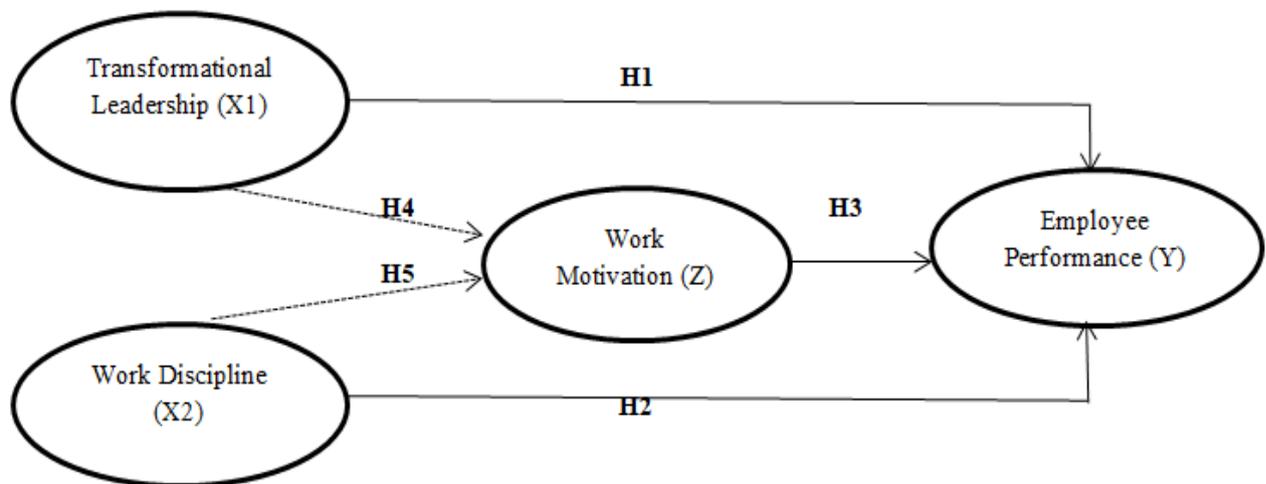
Research from (Supriyanto & Troena, 2012) shows that transformational leadership has a significant effect on performance. (Tucunan et al., 2014) show that there is a positive and significant influence between transformational leadership and employee performance, there is a positive and significant influence between transformational leadership and work motivation and there is a positive and significant influence between work motivation and employee performance. (Meilany & Ibrahim, 2015) also pointed out that there is a significant influence between work discipline on employee performance. According to (Hita et al., 2013) the results of research showed that work discipline variables influence 72% on employee performance while 76,8% is influence through work motivation. (Hersona & Sidharta, 2017) this study shows that leadership, motivational and work discipline functions that have a significant effect both partially and simultaneously on employee performance. (Prayudi, 2020) found that transformational leadership styles have a major effect on employee performance through work motivation.

But there are some previous studies that contradict the previously presented research. Research from (Meutia & Andriani, 2017) states that the transformational leadership variable has a negative effect on performance of 0.292 with a significant good level of 0.292 with a significant good level of 0.001. (Cahyono et al., 2015) obtained the results of transformational leadership had no direct effect on the performance of JEMBER PDP employees. And research from (Septy et al., 2018) also showed that there was no influence between transformational leadership styles on performance assuming motivation and compensation remained viable. (Ismawati et al., 2016) also showed no significant influence between motivations on employee performance. Research from (Wardhana, 2014) shows that motivation cannot be used as an intervening variable between leadership and performance because the coefficient value or indirect influence is smaller than direct influence, and motivation cannot be used as an intervening variable between disciplines and performance because the value of indirect influence coefficient is smaller than direct influence.

Baead on previous research on the influence of transformational leadership, work discipline, employee performcane, and work motivation that has been presented before and the initial field data that has been obtained can be known the results ae different from each study. So, the results of previous research are in accordance with the theory and some are contrary to the theory. Looking at the results of previous research that contradicts existing theories, research on the influence of transformational leadership and work discipline on employee performance is interesting to research. This research is more interesting because of the existence of work motivation variables as mediation variables between transformational leadership and work discipline to employee performance. Based of the results of previous research contradictions, researchers are interested in researching the influence of transformational leadership and work discipline on employee performance mediated by work motivation.

## 2. METHODOLOGY

The purpose of this study is to test and analyze the influence of transformational leadership on employee performance, test and analyze the influence of work discipline on employee performance, test and analyze the effect of work motivation on employee performance, test and analyze the effect of transformational leadership on employee performance through work motivation, and test and analyze the effect of work discipline on employee performance through work motivation. The questionnaire has been given to the employees of PT Interglobal Electric Parts Gresik to collect data in accordance with the variables to be studied. Model hypothesis to be filed in accordance with figure 1:

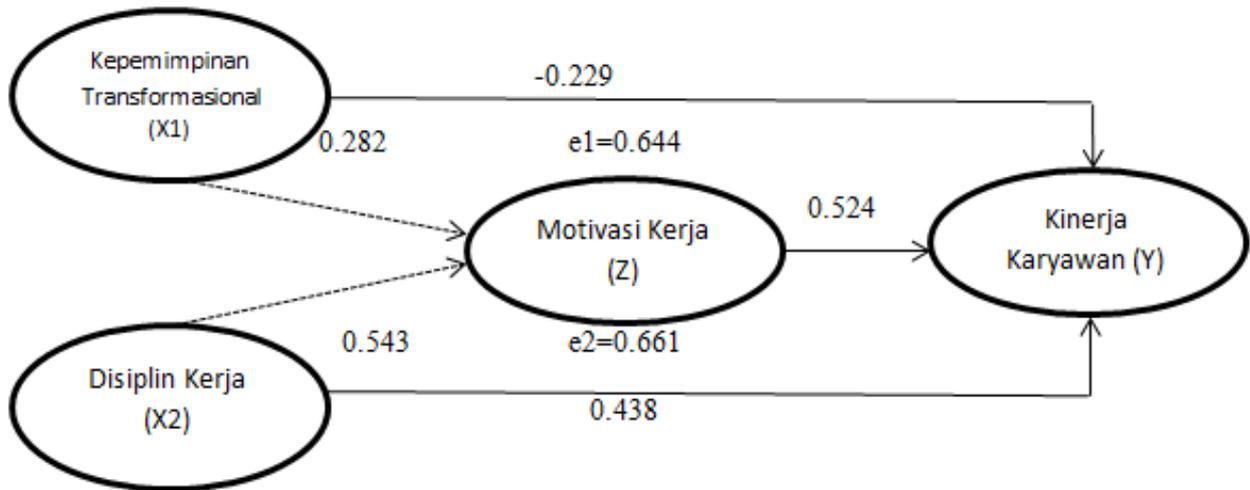


**Procedure of Survey and Sampling:** The population in this study was all employees of PT Interglobal Electric Parts Gresik as many 88 employees. Sampling technique uses saturated samples, thus using all members of the populaton as sample members (Supriyanto & Maharani, 2013). The sample used was 88 employees of PT Interglobal Electric Parts Gresik. All question items in the questionnaire filled by employees of PT Interglobal Electric Parts Gresik are said to be valid because the correlation coefficient value ( $r$ )  $>$  0.30 and sig value  $<$  0.05. The instrument is said to be valid if it is able to measure what is desired and can reveal data form the variables examined appropriately. The instrument is said to be valid if the the correlation coefficient  $>$  0.3. The instrument can be said to be reliable if the alpha coefficient value is 0.(Supriyanto & Maharani, 2013).

**Research Instrument:** The items in transformational leadership variables take the theory from (Bass et al., 2003) that there are four indicators, namely: Idealized Influence (Charisma), Inspirational Motivation (Inspiration), Intellectual Simulation, and Individual Consideration. The items in the work discipline variable take the theory (M. S. . Hasibuan, 2016) that there are eight indicators, namely: goals and abilities, leadership examples, reciprocity, justice, punitive sanctions, assertiveness, inherent supervision, human relations. The items in employee performance variables (Mathis, 2011) have five indicators of employee performance, namely: quality, quantity, punctuality, attendance and ability to work together. The items in the work motivation variable (M. Hasibuan, 2003), namely: physiology or physical needs, security, social, self-harm and self-actualization.

### 3. ANALYSIS OF DATA

Path analysis is an analytical method used to test relationships between variables and identify relationships between free variables and directly or indirectly bound variables (Supriyanto & Maharani, 2013). Progress of the path diagram in figure 2:



Transformational leadership variables are measured by 7 questionnaire statements, Work discipline is measured by 8 questionnaire statements, Employee Performance is measured by 10 questionnaire statements, and work motivation is measured by 10 questionnaire statements.

**The first step of the Analysis:** Significant test using regression analysis with two substructures. The substructure of 1 to see the influence of Transformational Leadership and Work Discipline on Work Motivation. **The Results of the Regression Analysis Transformational Leadership (X1) and Work Discipline (X2) to Work Motivation (Z)**

Sources: Data processed, 2022

Model	Beta	T	Sig	Description
X1	0.282	2.956	0.004	Significant
X2	0.543	5.693	0.000	Significant
Dependent Variable = Z R= 0.764 R Square= 0.584 F Count = 59.545 Sig F Count = 0.000				

Based on the table above, then the regression equation the reflect the variables in this study are:  
 $Z = 0,282X_1 + 0,543X_2 + e_1$

The value of standardised coefficient beta shows the magnitude of the contribution of the variables of Transformational Leadership on Work Motivation is 0.282 and also a significant value of  $0.015 < 0.05$  which means that transformational leadership has positive and significant effect on work motivation. The value of standardised coefficient beta shows the magnitude of the contribution of the variables of Work Discipline on

Work Motivation is 0.543 and also a significant value of  $0.000 < 0.05$  which means that work discipline has positive and significant effect on work motivation. Substructure 2 to see the influence of Transformational Leadership and Work Discipline on employee performance.

**The Results of the Regression Analysis Transformational Leadership (X1), and Work Discipline (X2), and Work Motivation (Z) on Employee Performance (Y)**

Model	Beta	T	Sig	Description
X1	-0.229	-2.221	0.029	Significant
X2	0.438	3.786	0.000	Significant
Z	0.524	4.687	0.000	Significant
Dependent Variable = Y R= 0.750 R Square= 0.563 F Count = 36.042 Sig F Count = 0.000				

Sources: Data processed, 2022

Based on the table above, then the regression equation the reflect the variables in this study are:  
 $Y = -0.229X1 + 0.438X2 + 0.524Z + e2$

The value of the standardized coefficient beta shows the magnitude of the contribution of the variables of transformational leadership on employee performance is -0.229 and also significant value of  $0.029 < 0.05$  which means that transformational leadership has negative and significant effect on employee performance. The value of the standardized coefficient beta shows the magnitude of the contribution of the variables of work discipline on employee performance is 0.438 and also significant value of  $0.000 < 0.05$  which means that work discipline has positive and significant effect on employee performance. The value of the standardized coefficient beta shows the magnitude of the contribution of the variables of work motivation on employee performance is 0.524 and also significant value of  $0.000 < 0.05$  which means that work motivation has positive and significant effect on employee performance.

**The Second step of the Analysis:** Next is to calculate the direct influence, indirect influence and total influence as follows:

**Variable Influence Calculation**

Direct Influence	Indirect Influence	Total Influence	Significant Value
X1 to Y = -0.229	X1 to Z to Y $0.282 \times 0.524 =$ 0.147	X1 to Z to Y $0.282 + 0.524 =$ 0.806	$0.029 < 0.05 =$ Significant
X2 to Y = 0.418			$0.000 < 0.05 =$ Significant
X1 to Z = 0.282	X1 to Z to Y $0.543 \times 0.524 =$ 0.284	X1 to Z to Y $0.282 + 0.524 =$ 1.067	$0.004 < 0.05 =$ Significant
X2 to Z = 0.543			$0.000 < 0.05 =$ Significant

Sources: Data processed, 2022

**The Third step of Anaysis:** Decision making for testing the hypothesis by using the value of the t statistic where the value of the t statistic greater than t value table 1.662 show a significant effect. Following the results of hypothesis testing based on formed.

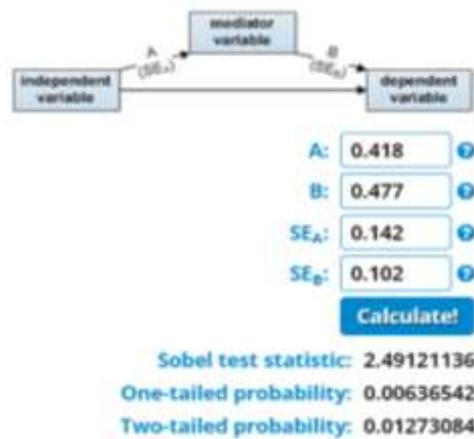
**Hypothesis Test**

Hypothesis	Influence	Coefficient	T statistic	Significance	Description
1	X1 to Y	-0.229	-2.221	0.029	Significant
2	X2 to Y	0.438	3.786	0.000	Significant
3	Z to Y	0.524	4.687	0.000	Significant
4	X1 to Z to Y	0.147	2.956	0.004	Significant
5	X2 to Z to Y	0.284	5.693	0.000	Significant

Sources: Data processed, 2022

**The Fourth step Analysis:** test the indirect influence power of variables X to Y through Variable Z.

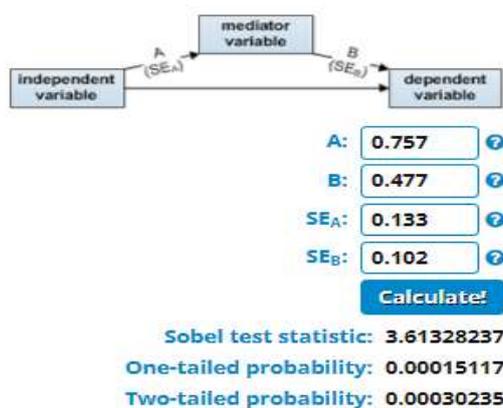
**Test Sobel X1 to Y through Z**



Sources: Data processed, 2022

Based on the results of the sobel test above, the statistical test sobel value on the X1 to Y sobel test through Z is 2,491. Which means greater than 1.96. This can be interpreted that the mediation variable is significant. Thus the indirect influence model of transformational leadership variables on employee performance through work motivation is accepted.

**Test Sobel X2 to Y through Z**



Sources: Data processed, 2022

Based on the results of the sobel test above, the statistical test sobel value on the X2 to Y sobel test through Z is 3,613. Which means greater than 1.96. This can be interpreted that the mediation variable is significant. Thus the indirect influence model of work discipline variables on employee performance through work motivation is accepted.

#### 4. DISCUSSION DAN CONCLUSION

Based on the results of the study showed the influence of transformational leadership (X1) directly affects employee performance (Y) in PT Interglobal Electric Parts Gresik obtained a value -0.229. While based on the test t obtained a value of -2.221. And because a significant value of  $0.029 < 0.05$  or less than the specified level of significance, means transformational leadership negatively and significantly affects employee performance, H1 is rejected. From the results of research in the field stated that with high transformational leadership, low employee performance. Theoretically this study is in line with (Meutia & Andriani, 2017), stating that transformational leadership styles have a negative influence of 0.292 and a significant good level of 0.001. And this research is reinforced by theory X from Mc.Gregor, which states that the relationship of leadership style has a negative relationship with performance the results of the negative hypothesis test results are caused by negative indicators that can be obtained from leadership results during guiding, encouraging, and motivation to individuals and teams to achieve high performance of the team, the relationship of a leadership style has a negative relationship with performance.

The negative hypothesis test results are caused by negative indicators that can be obtained from leadership results during guiding, encouraging, and motivating individuals and teams to achieve high performance of the team, failing to clarify goals or performance standards, not paying enough attention to the needs of individuals or groups, does not monitor or provide effective feedback on performance, is inconsistent in providing good performance and taking action for those who perform poorly (Dharma, 2009)

Based on the results of the study showed the influence of work discipline (X2) directly affects employee performance (Y) at PT Interglobal Electric Parts Gresik obtained a value of 0.348. While based on the test t obtained a value of 3.786 and because of the specified value of significant. Meaning work discipline has a positive and significant effect on employee, then H1 is accepted. From the results of research in the field stated that with high work discipline, high also employee performance. Theoretically this research is in line with (Meilany & Ibrahim, 2015) this study shows that there is a significant influence between work disciplines on employee performance. Research from (Irwanto et al., 2021) also shows that there is a significant influence between work disciplines on employee performance.

Based on the results of the study showed the influence of work motivation (Z) directly affects employee performance (Y) in PT Interglobal Electric Parts Gresik obtained a value of 0.524. While based on the test t obtained a value of 4,687. And because the significance value of  $0.000 < 0.05$  or less than the specified level of significance. This means that work motivation is positive and significant to employee performance, then H1 is accepted. Theoretically the results of this study are in line with (Tucunan et al., 2014) which shows that there is a significant influence between employee work motivation and employee performance. Research from (Nuraldy, 2020) also shows that motivation affects employee performance.

Based on the results of the study showed transformational leadership (X1) directly affects employee performance (Y) through work motivation (Z) at PT Interglobal Electric Parts Gresik obtained a value of  $(0.282 \times 0.524) = 0.147$ . While based on the test t obtained a value of 2,956. And a significance value of  $0.004 < 0.05$  or less than the specified level of significance. And based on the sobel test through the sobel test calculator obtained a significance value (one-tailed probability) of 0.00636542. So it can be said that work motivation (Z) can mediate transformational leadership (X1) to employee performance (Y), then H1 is accepted. The results of the study (Anam & Mukaffi, 2020) shows that transformational leadership positively affects employee performance through motivation. In line with (Prayudi, 2020) shows that transformational leadership styles have a major effect on employee performance through work motivation. From the results of research on the ground stated that with high work discipline, high also employee performance

Based on the results of research shows that work discipline (X2) directly affects employee performance (Y) through work motivation (Z) at PT Interglobal Electric Parts Gresik obtained a value of  $(0.543 \times 0.524) = 0.284$ . While based on the test t obtained a value of 5.693. And due to the significant value of 0.000, 0.05 or less than the specified level of significant. And based on the test sobel test through the sobel test calculator obtained a significance value (one-tailed probability) of 0.00015117. So it can be said that work motivation (Z) can mediate work discipline (X2) to employee performance (Y), then H1 is accepted. The results of the study (Hita et al., 2013) research showed that the variables of work discipline had a direct influence of 72% on employee performance while 76,8% were influenced by work motivation. From the results of research in field stated that with high work discipline, high also employee performance.

## REFERENCES

1. Anam, S., & Mukaffi, Z. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan dengan Mediasi Sebagai Variabel Intervening. *Jurnal GeoEkonomi*, 11, 1–6.
2. Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207–218. <https://doi.org/10.1037/0021-9010.88.2.207>
3. Cahyono, U. T., Maarif, M. S., & Suharjono. (2015). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Di Perusahaan Daerah Perkebunan Jember. *Jurnal Manajemen & Agribisnis*, 11(2), 68–76. <https://doi.org/10.17358/jma.11.2.68-76>
4. Dharma, S. (2009). *Manajemen Kinerja Falsafah Teori dan Penerapannya*. Yogyakarta: Pustaka Pelajar.
5. Hasibuan, M. (2003). *Organisasi dan Motivasi Dasar Peningkatan Produktivitas*. Jakarta: Bumi Aksara.
6. Hasibuan, M. S. . (1995). *Manajemen Sumber Daya Manusia*. Jakarta: PT Toko Gunung Agung.
7. Hasibuan, M. S. . (2016). *Manajemen Sumber Daya Manusia Edisi Revisi*. Jakarta: PT. Bumi Aksara.
8. Hersona, S., & Sidharta, I. (2017). Influence of Leadership Function, Motivation and Work Discipline on Employees' Performance. *Jurnal Aplikasi Manajemen*, 15(3), 528–537. <https://doi.org/10.21776/ub.jam.2017.015.03.18>
9. Hita, Y. G., Pradhanawati, A., & ... (2013). Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Intervening Variable Pada Perum Perhutani Unit 1 Jawa Tengah. *Jurnal Ilmu Administrasi ...*, 1–12. <https://ejournal3.undip.ac.id/index.php/jiab/article/view/2142>
10. Huseno, T. (2016). *Kinerja Pegawai Tinjauan dari Dimensi Kepemimpinan, Misi Organisasi, Budaya Organisasi dan Kepuasan Kerja*. Malang: Media Nusa Creative.
11. Irwanto, Hendro, O., & Moelyati, T. A. (2021). Pengaruh Disiplin dan Lingkungan Kerja terhadap Motivasi Kerja dan Dampaknya pada Kinerja Pegawai Dinas Pemuda dan Olahraga Provinsi Sumatera Selatan. *Motivasi*, 8(1), 22. <https://doi.org/10.32502/jimn.v8i1.1554>
12. Ismawati, I., Jaelani, A. K., & Slamet, A. rachmat. (2016). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Dibagian Produksi (Studi Kasus pada PT. Gatra Mapan Ngijo Karangploso). *Riset Manajemen*, 6(3), 50–63.
13. Mathis, R. . & J. H. J. (2011). *Human Resource Management: Manajemen Sumber Daya Manusia. Terjemahan Dian Angelia*. Jakarta: Salemba Empat.
14. Meilany, P., & Ibrahim, M. (2015). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan (Kasus Bagian Operasional PT.Indah Logistik Cargo Cabang Pekanbaru). *Jom FISIP*, 2, 1–11.
15. Meutia, T., & Andriani, E. (2017). Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Transformasional terhadap Kinerja Karyawan PT . PLN ( persero ) Wilayah I Aceh dengan Komitmen Organisasional sebagai Variabel Mediasi. *Jurnal Penelitian Ekonomi Akuntansi (Jensi)*, 1(1), 15–33.
16. Nuraldy, H. L. (2020). Pengaruh Motivasi Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt. Bangun Jaya Persada Di Jakarta. *Value Jurnal Manajemen Dan Akuntansi Volume 15 Nomor 2 Juli – Desember 2020*, 15, 80–86.
17. Prayudi, A. (2020). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada Karyawan PD. Pembangunan Kota Binjai). *Jurnal Manajemen*, 6(2), 64–72.
18. Purnomo, E., & Saragih, H. J. (2016). *Teori Kepemimpinan Dalam Organisasi*. Penerbit: Yayasan Nusantara Bangun Jaya.
19. Septy, I., Brasit, N., & Y, R. M. (2018). *Pengaruh Gaya Kepemimpinan Transformasional Dan Pemberian Kompensasi Terhadap Kinerja Dengan Motivasi Sebagai Variabel Intervening Pada Bank Central Asia Kantor Cabang Utama Makassar*. 107–127.
20. Supriyanto, A. S., & Maharani, V. (2013). *Metodologi Penelitian Manajemen Sumber Daya Manusia, Teori, Kuesioner, Dan Analisis Data*. Malang: UIN-Maliki Press.
21. Supriyanto, A. S., & Troena, E. A. (2012). Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kepemimpinan Transformasional, Kepuasan Kerja dan Kinerja Manajer (Studi di Bank Syari'ah Kota Malang)'. *Jurnal Aplikasi Manajemen*, 10(4), 617–693.
22. Tucunan, R. J. A., Supartha, W. G., & Riana, I. gede. (2014). Pengaruh Kepemimpinan Transformasional Terhadap Motivasi Kerja Dan Kinerja Karyawan (Studi Kasus Pada PT.Pamdawa). *E-Jurnal Manajemen Universitas Udayana*, 8(6), 533–550. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p12>
23. Wardhana, G. W. (2014). Pengaruh Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Dosen Dengan Motivasi Sebagai Variabel Intervening (Studi Empiris Di Stmik “Aub” Surakarta, Jawa Tengah). *Jurnal Perilaku Dan Strategi Bisnis*, 2(2), 65–76.
24. Wursanto, I. (1994). *Manajemen Kepegawaian 1*. Yogyakarta: Kanisius.