

# **The Influence of Transformational Leadership and Motivation on Work Discipline and Its Impact on Employee Performance PPNPN ATR/BPN Bekasi City**

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## **Abstract**

This study aims to test and analyze 1). the effect of transformational leadership on work discipline; 2). the effect of motivation on work discipline; 3). the effect of transformational leadership on employee performance; 4). the effect of motivation on employee performance; 5). the effect of work discipline on employee performance; 6). the effect of transformational leadership on work discipline and its impact on employee performance; 7). the effect of motivation on work discipline and its impact on employee performance. The research was conducted on PPNPN ATR / BPN Bekasi City employees with a research sample of 87 respondents. The sampling technique used simple random sampling technique. Data analysis methods using descriptive analysis and path analysis. The results showed that: 1). There is an influence of transformational leadership on work discipline; 2). There is an influence of motivation on work discipline; 3). There is no effect of transformational leadership on employee performance; 4). There is no influence of motivation on employee performance; 5). There is an influence of work discipline on employee performance; 6). There is an effect of transformational leadership on work discipline and its impact on employee performance; 7). There is no effect of motivation on work discipline and its impact on employee performance.

Keywords: Transformational Leadership, Motivation, Work Discipline, Employee Performance.

## **INTRODUCTION**

Problems that occur in the public service sector can be very diverse and complex. Some of them generally lead to negative perceptions that can reduce public trust in the government service system. Problems such as inequality in access and flow of basic services lead to cynicism towards the implementation of bureaucratic services, so that the conditions behind public judgment must be identified in order to obtain effective service improvements (Wahyudi, 2017). Some phenomena such as the assumption that the public service sector is unable to meet the needs of the community efficiently and effectively. The emergence of problems can be identified through a lack of resources and poor coordination (Prabowo, Suwanda, & Syafri, 2022). Other problems include abuse of authority and corrupt practices in bureaucratic service procedures. This condition eliminates public trust in the institution. The next problem is low and convoluted service quality (Simarmata & Sutrisno, 2022). This condition arises due to the lack of ability of service officers in carrying out their main duties and functions (tupoksi). This lack of ability is caused by many factors, such as lack of training and work discipline, to work overload that causes demotivation (Tamam, 2018). In the context of organizational dynamics, performance management is determined by various internal and external factors, including motivation, work discipline, and

leadership style. These factors are proven to have a significant influence on employee performance (Citraningtyas, 2019).

Assessment of public service performance is a very important activity. This assessment can be used as a measure of the success of an employee within a certain period of time. In measuring performance, several indicators are used such as productivity, service quality, responsiveness, and accountability. Productivity is used to measure the level of service efficiency and effectiveness. Service quality is used to measure the quality of services received by the community. Responsiveness shows the level of responsiveness such as the ability to identify public needs, the ability to capture public aspirations, expectations, and desires reflected in program activities by service employees. Responsibility shows the implementation of employee activities in the correct administrative principles. Accountability is used in measuring the level of implementation of a policy in a work unit that is consistent with the will of the community (Samsuddin, 2016).

Based on the background of the problem, the problem formulation in this study is as follows

as follows: 1). How does transformational leadership affect work discipline on PPNPN at the Bekasi City ATR / BPN Office?; 2). How does motivation affect work discipline on PPNPN at the Bekasi City ATR / BPN Office?; 3). How does transformational leadership affect employee performance on PPNPN at the Bekasi City ATR / BPN office?; 4). How does motivation affect employee performance on PPNPN at the Bekasi City ATR / BPN office?; 5). How does work discipline affect employee performance on PPNPN at the Bekasi City ATR / BPN office?; 6). How does transformational leadership affect employee performance through work discipline on PPNPN at the Bekasi City ATR / BPN office?; 7). How does motivation affect employee performance through work discipline on PPNPN ATR / BPN Bekasi City?

## LITERATURE

Employee performance is the quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2019). According to Hasibuan (2020: 160), employee performance is a result of work achieved by a person or group in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties and responsibilities in an effort to achieve company goals. According to Afandi (2018: 83), employee performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not against morals and ethics.

Leadership is the ability to exert great influence in moving an organization towards achieving goals by motivating and developing employee potential. Effective leadership involves providing clear targets, rewarding work achievements, and broad career development for employees while creating a conducive and comfortable work environment (Nurhadian, 2017). This is in line with Chaplin's opinion in Nurhadian (2017), which mentions a leader as a figure who guides and organizes groups, and Yukl in Nurhadian (2017), who sees leadership as the process of influencing others to achieve common goals effectively. Kartini Kartono in Nurhadian (2017), also adds that a leader is a person with skills who can influence others to achieve common goals. Transformational leadership, more than just influencing to achieve goals, also aims to change the

attitudes and values of its followers through empowerment, which ultimately increases their self-confidence despite the impact of these changes (Nurhadian, 2017). Based on the opinions of these experts, transformational leadership is a way for leaders to motivate and empower their subordinates in realizing the vision and mission of the organization.

Motive is an internal driving force that encourages a person to carry out certain activities to achieve goals, which can be considered as a state of readiness within the individual. Motivation, as an active motive, arises when the need to achieve goals is felt or urgent (Nurhadian, 2017). According to Mangkunegara in Nurhadian (2017), motive is the driving force within a person to achieve goals, which is characterized by changes in energy within that trigger feelings and reactions to try. Motivation involves three important elements: energy changes in individuals, which affect physical activities, and can affect psychiatric conditions, affections, emotions, and human behavior. Motivation is stimulated by goals related to needs, so it can be concluded that motivation is a mental attitude that arises from internal and external factors that encourage a person to behave enthusiastically, diligently, and sincerely in achieving goals, both in work and organizational goals in general.

Work discipline is the willingness to make real efforts or activities. This can then be interpreted as an effort to work in accordance with the type of work that is his duty and responsibility, based on the plans, regulations, and working time that has been determined (Marwiyah, 2022). Work discipline is a force that develops in the employee's body and causes employees to adjust voluntarily to decisions, regulations, and high values of work and behavior (Latainer in Sutrisno, 2019; 87). In line with this opinion, Hasibuan (2020: 193), also revealed that discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Based on the expert's opinion, it can be concluded that work discipline is an awareness of individuals to be orderly and voluntary towards obligations, regulations, and high values of work and behavior set by the company. It can also be concluded that work discipline exists because it is defined and created by the organization.

## **METHODS**

This study uses an explanatory research approach, namely “research that explains the causal relationship and tests the relationship between several variables through testing or explanatory research” (Singarimbun and Effendi, 2008). So in this study, each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

This study aims to analyze the influence between exogenous variables of motivation and work discipline on endogenous variables, namely employee performance through intervening variables, namely transformational leadership. This research is a survey research using a questionnaire on PPNPN at the Bekasi City ATR / BPN Office.

## **RESULTS AND DISCUSSION**

### **The Effect of Transformational Leadership on Work Discipline**

Based on the results of descriptive analysis on the transformational leadership variable, the majority of respondents' answers fall into the category of tending to strongly agree. This means that the

majority of respondents stated that they tended to strongly agree about the statements attached to the transformational leadership variable. Employees feel that superiors make full decisions by taking into account employee opinions and have the freedom to make decisions regarding the tasks being carried out and feel that superiors often force employees to follow their instructions by considering input from others. The average value of the transformational leadership variable shows that Bekasi City ATR / BPN employees tend to strongly agree that the indicators of idealism influence, inspirational motivation, intellectual stimulation, individualized consideration form the transformational leadership variable.

Based on the results of descriptive analysis on work discipline variables, the majority of respondents' answers fall into the category of tending to agree. Employees feel that good human relations, in this case mutual support, have a strong impact on work discipline so that organizational goals can be achieved and the organization becomes advanced. Overall, the average value of the work discipline variable shows that Bekasi City ATR / BPN employees tend to agree that goals and abilities, exemplary leadership, justice, inherent supervision, punitive sanctions, firmness, and human relations form work discipline variables.

### **The Effect of Motivation on Work Discipline**

Based on the results of descriptive analysis of motivation variables, the majority of respondents' answers fall into the tend to agree category. Employees feel that every task given by superiors must be completed with high enthusiasm so that the target or organizational goals can be achieved. Overall, the average value of the variable shows that Bekasi City ATR / BPN employees tend to strongly agree that the indicators of achievement, recognition, work itself, responsibility, progress, and development form the motivation variable.

Based on the results of descriptive analysis on work discipline variables, the majority of respondents' answers fall into the category of tending to agree. Employees feel that good human relations, in this case mutual support, have a great impact on the attitude of work discipline so that organizational goals can be achieved and the organization becomes advanced. Overall, the average value of the work discipline variable shows that Bekasi City ATR / BPN employees tend to agree that goals and abilities, exemplary leadership, justice, inherent supervision, punitive sanctions, firmness, and human relations form work discipline variables.

### **The Effect of Transformational Leadership on Employee Performance.**

Based on the results of descriptive analysis on the transformational leadership variable, the majority of respondents' answers fall into the category of tending to strongly agree. Employees feel that superiors make full decisions by taking into account employee opinions and have the freedom to make decisions regarding the tasks being carried out and feel that superiors often force employees to follow their instructions by considering input from others. Overall, the average value of the transformational leadership variable shows that Bekasi City ATR / BPN employees tend to strongly agree that the indicators of idealism influence, inspirational motivation, intellectual stimulation, individualized consideration form the transformational leadership variable.

Based on the results of descriptive analysis on employee performance variables, the majority of respondents' answers fall into the category of tending to strongly agree. In this case employees are fully responsible for the work they do according to the jobdesk or with the job responsibilities that have been given by the boss. Overall, the average value of employee performance variables shows that Bekasi City

ATR / BPN employees tend to strongly agree that quantity, quality, timeliness, cooperation and independence form employee performance variables.

### **The Effect of Motivation on Employee Performance.**

Based on the results of descriptive analysis of motivation variables, the majority of respondents' answers fall into the category of tending to agree. Employees feel that every task given by superiors must be completed with high enthusiasm so that the target or organizational goals can be achieved. Overall, the average value of the variable shows that Bekasi City ATR / BPN employees tend to strongly agree that the indicators of achievement, recognition, work itself, responsibility, progress, and development form the motivation variable.

Based on the results of descriptive analysis on employee performance variables, the majority of respondents' answers fall into the category of tending to strongly agree. In this case employees are fully responsible for the work they do according to the jobdesk or with the job responsibilities that have been given by the boss. The average value of employee performance variables shows that Bekasi City ATR / BPN employees tend to strongly agree that quantity, quality, timeliness, cooperation and independence form employee performance variables.

### **The Effect of Work Discipline on Employee Performance**

Based on the results of descriptive analysis on work discipline variables, the majority of respondents' answers fall into the category of tending to agree. Employees feel that good human relations, in this case mutual support, have a great impact on the attitude of work discipline so that organizational goals can be achieved and the organization becomes advanced. The average value of the work discipline variable shows that Bekasi City ATR / BPN employees tend to agree that goals and abilities, exemplary leadership, justice, inherent supervision, punitive sanctions, firmness, and human relations form work discipline variables.

Based on the results of descriptive analysis on employee performance variables, the majority of respondents' answers fall into the category of tending to strongly agree. In this case employees are fully responsible for the work they do according to the jobdesk or with the job responsibilities that have been given by the boss. The average value of employee performance variables shows that Bekasi City ATR / BPN employees tend to strongly agree that quantity, quality, timeliness, cooperation and independence form employee performance variables.

### **The Effect of Transformational Leadership on Employee Performance Through Work Discipline.**

Based on the results of descriptive analysis on the transformational leadership variable, the majority of respondents' answers fall into the category of tending to strongly agree. Employees feel that superiors make full decisions by taking into account employee opinions and have the freedom to make decisions regarding the tasks being carried out and feel that superiors often force employees to follow their instructions by considering input from others. The average value of the transformational leadership variable shows that ATR / BPN Bekasi City employees tend to strongly agree that the indicators of the influence of idealism, inspirational motivation, intellectual stimulation, individualized consideration form the transformational leadership variable.

Based on the results of descriptive analysis on work discipline variables, the majority of respondents' answers fall into the tend to agree category. Employees feel that good human relations, in this case mutual support, have a great impact on work discipline so that organizational goals can be achieved

and the organization becomes advanced. The average value of the work discipline variable shows that Bekasi City ATR / BPN employees tend to agree that goals and abilities, exemplary leadership, justice, inherent supervision, punitive sanctions, firmness, and human relations form work discipline variables.

Based on the results of descriptive analysis on employee performance variables, the majority of respondents' answers fall into the category of tending to strongly agree. In this case employees are fully responsible for the work they do according to the jobdesk or with the job responsibilities that have been given by the boss. The average value of employee performance variables shows that Bekasi City ATR / BPN employees tend to strongly agree that quantity, quality, timeliness, cooperation and independence form employee performance variables.

### **The Effect of Motivation on Employee Performance Through Work Discipline.**

Based on the results of descriptive analysis of motivation variables, the majority of respondents' answers fall into the tend to agree category. Employees feel that every task given by superiors must be completed with high enthusiasm so that the target or organizational goals can be achieved. The average value of the variable shows that Bekasi City ATR / BPN employees tend to strongly agree that the indicators of achievement, recognition, work itself, responsibility, progress, and development form the motivation variable.

Based on the results of descriptive analysis on the work discipline variable, the majority of respondents' answers fall into the tend to agree category. Employees feel that good human relations, in this case mutual support, have a great impact on the attitude of work discipline so that organizational goals can be achieved and the organization becomes advanced. The average value of the work discipline variable shows that Bekasi City ATR / BPN employees tend to agree that goals and abilities, exemplary leadership, justice, inherent supervision, punitive sanctions, firmness, and human relations form work discipline variables.

Based on the results of descriptive analysis on employee performance variables, the majority of respondents' answers fall into the category of tending to strongly agree. In this case employees are fully responsible for the work they do according to the jobdesk or with the job responsibilities that have been given by their superiors. The average value of employee performance variables shows that ATR / BPN Bekasi City employees tend to strongly agree that quantity, quality, timeliness, cooperation and independence form employee performance variables.

## **CONCLUSION AND RECOMMENDATION**

### **Based on the results of the description analysis as follows:**

- a. Based on the results of descriptive analysis on transformational leadership variables, the majority of respondents' answers fall into the category of tending to strongly agree.
- b. Based on the results of descriptive analysis of motivation variables that the majority of respondents' answers fall into the category tend to agree.
- c. Based on the results of descriptive analysis on work discipline variables that the majority of respondents' answers fall into the category tend to agree.
- d. Based on the results of descriptive analysis on employee performance variables that the majority of respondents' answers fall into the category tending to strongly agree.

### **Based on the results of path analysis as follows:**

- a. The t-count value of the transformational leadership variable is 5.594, while the t-table is 1.664. Thus  $t_{count} > t_{table}$  ( $5.594 > 1.663$ ), and the significance value ( $0.000 < 0.05$ ), thus  $H_0$  is rejected and  $H_1$  is accepted at this real level. This gives the conclusion that transformational leadership has a positive and significant effect on work discipline.
- b. The t-test results for the motivation variable obtained a t-count value of 3.487, and a t-table of 1.663. This means that the  $t_{count} > t_{table}$  ( $3.487 > 1.663$ ), and the significance value ( $0.001 < 0.05$ ), which means  $H_0$  is rejected and  $H_1$  is accepted. This gives the conclusion that motivation has a positive and significant effect on work discipline.
- c. The t-test results for the transformational leadership variable obtained a t-count value of 1.640, and a t-table of 1.663. This means that the  $t_{count} < t_{table}$  ( $1.640 > 1.663$ ), and the significance value ( $0.105 > 0.05$ ), which means that  $H_0$  is accepted and  $H_1$  is rejected. This gives the conclusion that transformational leadership has no positive and insignificant effect on employee performance.
- d. The t-test results for the motivation variable obtained a t-count value of 5.658, and a t-table of 1.663. This means that the  $t_{count} < t_{table}$  ( $5.658 > 1.663$ ), and the significance value ( $0.000 < 0.05$ ), which means  $H_0$  is rejected and  $H_1$  is accepted. This gives the conclusion that motivation has a positive and significant effect on employee performance.
- e. The t-test results for the work discipline variable obtained a t-count value of 4.912, and a t-table of 1.663. This means that the  $t_{count} < t_{table}$  ( $4.912 > 1.663$ ), and the significance value ( $0.000 < 0.05$ ), which means  $H_0$  is rejected and  $H_1$  is accepted. This gives the conclusion that work discipline has a positive and significant effect on employee performance.
- f. The indirect effect value is obtained from the path coefficient value  $\rho_{x3x1}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the indirect effect coefficient value (0.240) is greater than the direct effect coefficient value (0.140). This shows that work discipline has a positive and significant effect on mediating transformational leadership in influencing employee performance.
- g. The indirect effect value is obtained from the path coefficient value  $\rho_{x3x2}$  multiplied by the path coefficient value  $\rho_{yx3}$ . The multiplication results show that the indirect effect coefficient value (0.149) is smaller than the direct effect coefficient value (0.401). This shows that work discipline does not have a positive and significant mediating effect, namely motivation in influencing employee performance.

### Suggestion

Based on the conclusions described above, the suggestions that can be made in this study are as follows:

#### For the Head of ATR / BPN Bekasi City

- a. On the transformational leadership variable, especially the weak statement item, namely (Employees feel that superiors provide support to help achieve predetermined work targets and goals). This can be done with a scientific approach in an effort to create a conducive work environment by means of superiors providing support or attention to their employees so that employees can work according to the set targets and organizational goals can be achieved.
- b. In the motivation variable, especially the weak statement item, namely (Employees feel that the place where employees currently work is in accordance with career development). This can be

done with a scientific approach in an effort to increase work motivation and provide rewards, which can be in the form of training or career development through promotion.

c. In the work discipline variable, especially the weak statement items, namely goals and abilities. This can be done with a scientific approach in an effort to create organizational goals and capabilities in carrying out operations that can be effective and efficient, so that continuous control and employee work must be evaluated.

d. In the employee performance variable, especially the weak indicator, namely the quality of the work results. This can be done with a scientific approach in an effort to create good quality work results (alert, responsive, and work according to standards). It is necessary to periodically and continuously evaluate the results of employee performance so as to produce good service quality.

### For further researchers

For further researchers, this research is expected to be able to be further developed, namely those related to Transformational Leadership, Motivation to Employee Performance through work discipline as a mediating variable, in order to examine other indicators that have not been examined in this study, including work discipline with other indicators, Leadership with other indicators, and Motivation with other indicators.

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