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**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE,
WORK MOTIVATION AND DISCIPLINE ON EMPLOYEE
PERFORMANCE**

1) Sri Anah, 2) C. Catur Widayati, 3) Anggi W.

Faculty of Economics and Business, Universitas Mercu Buana, Jakarta, Indonesia

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Corresponding author: first author

E-mail:

catur.widayati@mercubuana.ac.id



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Abstract: The purpose of this research is to know and analyze the influence of transformational leadership style, work motivation and discipline to employee performance at PT Berkah Makmur. This research is a kind of causal associative research which is obligatory for relationship relation between one variable with other variable or the like. The population in this study are employees who work in PT Berkah Makmur. Sampling method using saturated sampling technique with the number of samples of 32 respondents. Primary data were collected through questionnaires, secondary data. Data analysis method used is descriptive and quantitative analysis method with multiple linier regression analysis technique. The result of hypothesis test show that transformational leadership style and work motivation have no effect on employee performance in Koperasi Berkah Makmur, but discipline to employee performance in Koperasi Berkah Makmu. Determination coefficient test shows 813% employee performance can be explained by the variables of transformational leadership style, work motivation, and discipline, while the remaining 18.7% is explained by other factors not included in this study.

Keywords: Transformational Leadership Style, Work Motivation, Discipline And Employee Performance

INTRODUCTION

In human resources, companies are the main components that become active actors in it. They have thought, age, background, education and also a heterogeneity that distinguishes them from machines, money and other materials. They also play an active role in the company because if not a company will not be able to run optimally.

According to Dessler (2008), human resource management is the process of obtaining, training assessing and giving competence to employees, showing their work relationships, health and safety as well as justice issues. According to Setiawan (2013) employee performance is a very important factor for a company. Performance as a description of the work behavior of an employee that is displayed, for example, work performance by its role in a company within a certain period.

According to the pre-survey by interview, the phenomenon that occurs in the Berkah Makmur Cooperative, which is the discipline of coming to work the employees experience instability. This is caused by frequent employees not coming to work for various reasons for permission to get sick, being late even not coming to work without any information at all, for example, some employees are late coming to work because of the traffic jams, the motorbike being ridden is experiencing problems and also the employee himself is experiencing sudden illness on the way to the office.

There are still employees who are passive about work so as not to obey the rules, and the speed of completion of each employee's tasks is not optimal, this has an impact on the quantity of work not achieving goals and the lack of attention of a leader to employees who excel. If it continues to be left motivation and employee performance can decline and it will create an adverse impact on the company. For that, we need to find the root of the problem and the existence of a solution in solving this problem.

According to Yukl (2009) states that transformational leadership is often defined through its impact on how leaders strengthen the attitude of cooperation and trust, collective self-improvement, and team learning. Leadership, through personal influence and behavior, makes a difference in organizational activities and the results of those activities. Leadership influences organizational performance because leadership plays the most important role in mobilizing change in the organization (Herminingsih, 2011).

According to Robbins (2008), motivation is the desire to do something as a willingness to spend a high level of effort for organizational goals which is conditioned by the ability of these efforts to meet an individual's needs. Work motivation can be defined as "a psychological impulse to someone who determines the direction of behavior (direction of behavior) someone in the organization. The problems in this study are as follows: (1) Does the transformational leadership style affect employee performance ?; (2) Does work motivation affect employee performance ?; (3) Does discipline affect employee performance?

Research objectives in this study: (1) To determine the effect of transformational

leadership styles on employee performance; (2) To find out the influence of work motivation on employee performance; (3) To find out the influence of discipline on employee performance.

LITERATURE REVIEW

Management is a science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a goal. Human resources are people who work in the environment of an organization or also called personnel, labor or employees. Human resources are also human potential as an activator of an organization in realizing its existence.

- 1) According to Dessler (2008) defines human resource management is the process of obtaining, training assessing and giving competence to employees, showing their work relationships, health and safety as well as justice issues. According to Irawati and Liana (2013), there are four dimensions of leadership, namely: Idealized Influence (charisma). Lead to leadership behavior that shows that followers try to work harder than what is imagined. Followers especially admire, respect and believe as their leader
- 2) Inspirational motivation (inspirational motivation). Leaders can stimulate subordinate enthusiasm for group assignments and can say things that can foster subordinates' trust in the ability to complete tasks and achieve group goals.
- 3) Intellectual stimulation. Efforts to provide support to followers to be more innovative and creative where leaders encourage followers to ask assumptions, come up with new ideas and methods, and express old approaches in a new perspective.
- 4) Individual consideration (individual attention). The leader pays special attention to the needs of each individual to excel and develop, by acting as a coach, advisor, teacher, facilitator, trusted person, and counselor.

Work motivation

According to Robbins (2008), motivation is the desire to do something as a willingness to spend a high level of effort on organizational goals that are conditioned by the ability of these efforts to meet an individual's needs. Based on Abraham Maslow's needs hierarchy theory (Robbins, 2008) says there are 5 levels of needs including:

- a. Physiological needs are the most basic needs to be able to live like, eat, drink and shelter. The indicator:
 1. Salaries are according to standards. Employees need salary or compensation paid according to applicable standards, years of service and work results
 2. Adequate rest periods. Employees need time off to eat, following applicable company regulations.
- b. Need for security. The need for security covers safety and protection from work accidents, guarantees of continuity of work and pension. The indicator:
 1. Security and safety guarantees in the work environment. Security guarantees in the work environment can make employees feel safe when working.
 2. Career Guarantee. Guarantees and a clear career path will motivate employees to work better to achieve a higher career path.
- c. Social Needs. Social needs for friendship. Closer affiliations and interactions with others. The indicators are:

1. Relations between employees. Good employee relations will motivate employees to work well.
 2. Hobby group. Routine activities or informal events can strengthen relationships between employees to motivate employees.
- d. Award Needs. The need for appreciation includes the need to be respected, valued for the achievements achieved, recognition of the abilities and expertise and effectiveness of one's work. The indicator:
1. Promotion. Employees who show satisfactory work performance have the right to be considered in promotions to motivate these employees and retain high-performing employees.
 2. Bonuses and incentives. Bonuses or incentives are given to employees who in their work can reach or exceed the set targets.
- e. Self-actualization needs. The need for self-actualization is the highest requirement, related to the process of developing the true potential of a person. The indicators are:
1. The actualization of employee identity. The actualization of employee identity is that the employee has the right to place himself following the capabilities he has.
 2. The actualization of employee professionalism. The actualization of employee professionalism is the right of employees to develop abilities and master the work to enhance their careers.

Discipline

According to Dessler (2008) discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms. Awareness is if someone voluntarily obeys all the rules and is aware of the duties and responsibilities. So, in other words, a person must voluntarily and consciously carry out their duties properly without any compulsion, after all, an employee must have a sense of responsibility towards the company. There are many indicators of the level of employee discipline in an organization. According to Hasibuan (2012) the dimensions of the discipline are:

- a. Purpose of Ability. The goals to be achieved must be clear and ideally set and quite challenging for the ability of employees. This means that the work assigned to the employee must be following the ability of the employee concerned so that he works seriously and is disciplined in doing it.

The ability objective dimension is measured using two indicators, namely: (1) Timely employee attendance at work; (2) The intensity of employee attendance during work.

- b. Employee Awareness Level. Employees who are always calculating and careful in carrying out their work have a high level of awareness of themselves and their work.

The level of vigilance is measured from two indicators, namely: (1) Vigilance and caution at work; (2) Maintaining and maintaining work equipment.

- c. Compliance with work standards. In carrying out their work employees are required to obey all work standards that have been set following work rules and guidelines so that work accidents do not occur or can be avoided.

Dimensions of adherence to work standards are measured using three indicators, namely: (1) Having a sense of responsibility at work; (2) Working according to the functions and duties; (3) Working according to working hours; (4) Compliance with Work Regulations. Dimensions of compliance with work regulations are measured by two indicators, namely: (1) Employee understanding of work rules; (2) Complete work following work regulations.

Employee performance

Mangkunegara (2011) stated that performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties following the responsibilities given to him. According to Mangkunegara (2011), there are several dimensions of performance namely:

- a. Quality of work is the level achieved from the process or results obtained in an activity approaching perfection which includes, accuracy, accuracy, skills, and cleanliness.
- b. Work quantity including output needs to be considered also not only routine output but also can quickly complete extra work.
- c. Reliability, namely being able to do work and maintain the company's reputation. It can be relied upon to follow instructions, initiative, caution, and craft.
- d. Attitude is a mental readiness to respond to something both negative and positive. Includes attitudes toward the company, other employees and work as well as cooperation.

The Relationship Between Transformational Leadership Styles and Employee Performance

According to Subhi (2014) shows that transformational leadership style has a positive and significant effect on employee performance. The transformational leadership style as a process influences major changes in the attitudes and assumptions of organizational members and the formation of commitments to the mission and goals of the organization.

H1: Allegedly transformational leadership style has a positive and significant effect on employee performance.

The Relationship between Work Motivation and Employee Performance.

Research on work motivation on employee performance was conducted by Sindi and Alini (2014) whose results have a significant influence between work motivations on employee performance.

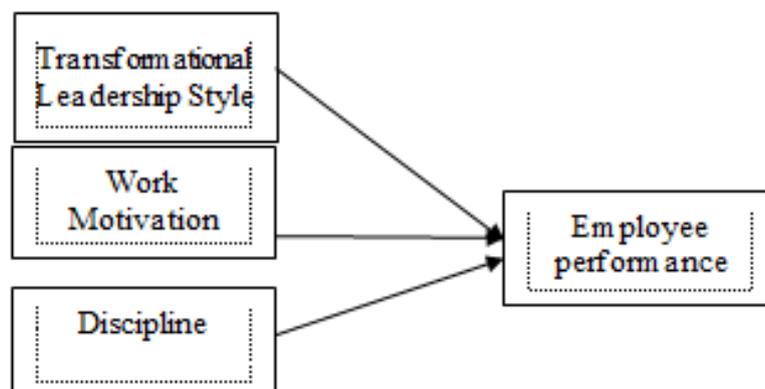
H2: Allegedly work motivation has a positive and significant effect on employee performance.

The Relationship between Discipline and Employee Performance

Research on work discipline on employee performance conducted by Caroline and Moronge (2015) which has a significant result between work disciplines on employee performance.

H3: Discipline is suspected to have a positive and significant effect on employee performance.

Conceptual Framework



.Picture 1. Conceptual Framework

RESEARCH METHODS

The research design used by the author in this study is causal. According to Sugiyono (2014) is a causal relationship, so here there are independent variables (variables that affect) and dependent (variables that are affected). The population that will be used by the writer is 32 employees of Koperasi Berkah Makmur. The sampling technique used is saturated sampling. According to Sugiyono (2014) saturation sampling is a technique for determining the sample of all members used as a sample. The samples in this study were 32 respondents. In this study the data analysis method used is SPSS 23 (statistical program for social science).

FINDINGS AND DISCUSSION

Reliability Test

In this study, the variables are declared reliable by looking at the value of Cronbach's Alpha in each variable. If the Cronbach's Alpha value of each variable > 0.6 then that variable is declared reliable. The results are as follows:

Table 1. Reliability Test Result

Variables	Cronbach's Alpha	R Critical	Criteria
Transformational Leadership Style (X1)	0,842	0,6	Reliable
Work Motivation (X2)	0,696	0,6	Reliable
Discipline (X3)	0,856	0,6	Reliable
Employee Performance (Y)	0,848	0,6	Reliable

From this table, it can be seen that the variables of transformational leadership style, work motivation, discipline, and employee performance have a Cronbach alpha of more than 0.6, which means that the variable is Reliable.

Normality Test

In testing using Kolmogorov-Smirnovjika if the value of sig > 0.05 then the data are normally distributed otherwise if the value of sig < 0.05 then the data are not normally distributed. As for the results of the normality test in this study are as follows:

Tabel 2. Normality Test Result

One-Sample Kolmogorov Smirnov Test 3		Unstandardized Residual
N		32 ^c
Exponential parameter. ^{a,b}	Mean	2.5016427
Most Extreme Differences	Absolute	.257
	Positive	.147
	Negative	-.257
		Unstandardized Residual
Kolmogorov-Smirnov Z		.996
Asymp. Sig. (2-tailed)		.275

a. Test Distribution is Exponential.

b. Calculated from data.

c. There are 17 values outside the specified distribution range. These values are skipped.

Based on Table 2, it can be seen that the value of $\text{sig} > 0.05$ is 0.275 so that it can be concluded that the residual data is normally distributed and the regression model meets the normality assumption.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). Because a good regression model should not occur the correlation between independent variables.

Table 3. Multicollinearity Test Result

Model	Collinearity Statistics		Description
	Tolerance	VIF	
Tranformantional Leadership Style	,964	1,037	There is no multicollinearity
Work Motivaton	,526	1,902	There is no multicollinearity
Disciline	,534	1,874	There is no multicollinearity

Based on Table 3 above, it can be seen that the transformational leadership style variable shows a tolerance value of 0.964 and a VIF value of 1.037. The work motivation variable shows a tolerance value of 0.526 and the VIF value of 1.902 and the discipline variable shows a tolerance value of 0.534 and VIF of 1.8874. So it can be concluded that all independent variables used to show a tolerance value > 0.10 and a VIF value < 10 , this means that there is no multicollinearity between the independent variables used in the regression model.

Hypothesis Test (Statistical T- Test)

The t-test statistic shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable. In the t-test, the calculated t value will be compared with the t table value. The following results of the calculation of the statistical test t are presented in Table 4:

Tabel 4. Statistical T-Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	(Constant)	15,778	7,849		
1 Transformational Leadership Style	-,030	,095	-,035	-,311	,758
Work Motivation	,263	,200	,199	1,313	,200
Discipline	,625	,141	,660	4,439	,000

a. Dependent Variable: Employee Performance

Based on Table 4, the calculated t value of the transformational leadership style is smaller

than the t table value of $-0.311 < 2.045$ and the significance value of $0.758 > 0.05$. So the transformational leadership style does not affect employee performance, the t value of work motivation is also smaller than the t table value of $1.313 < 2.045$ and the significance value of $0.200 > 0.05$. So work motivation does not affect employee performance. While the calculated t value of employee discipline is greater than t table that is $4.439 > 2.045$ and the significance value is $0.000 < 0.05$. So employee discipline affects employee performance

The Effect of Transformational Leadership Style on Employee Performance

Based on the t-test calculation shows the results of the t value of -0.311 and the significance value of 0.758 . The t value is smaller than the t value of table 2.045 and the significance value is greater than the value of 0.05 , it indicates that the transformational leadership style does not affect employee performance so that whatever transformational leadership style applied by the leader to employees of the Cooperative Prosperous Prosperous employee performance will still good. That is because employees already know the obligations and responsibilities that must be done in the company without being reminded or supervised by the work of a leader.

The Effect of Job Motivation on Employee Performance

Based on the results of the t-test calculation shows the results of the t value of 1.313 and the significance value of 0.200 . The t value is smaller than the t value of table 2.045 and the significance value is greater than the value of 0.05 . This indicates that work motivation has no effect on employee performance, so any motivation given to employees of Koperasi Berkah Makmur employee performance will remain good. Because the rights of employees such as holiday allowances, compensation, comfortable environment at work and employee welfare have been fulfilled. Can also be added by giving awards to employees who excel to increase employee motivation. Unwittingly, employees will compete to improve performance in the company.

The Effect of Employee Discipline on Employee Performance

Based on the results of the t-test calculations show the results of the t value of 4.439 and the significance value of 0.000 . The t value is greater than the t table value of 2.045 and the significance value is less than the value of 0.05 , this indicates that employee discipline has a positive and significant effect on employee performance. This is in line with the phenomena that occur in the Berkah Makmur Cooperative such as: many employees are less responsible for work in the company, employees are too late to work and do not come to work for reasons of permission, illness and even without any information at all.

From the above statement it can be concluded that if work discipline increases, employee performance will be high. Conversely, if the work discipline is weak, employee performance will also below.

CONCLUSION AND SUGGESTION

Based on the results of the analysis and discussion that have been done in the previous chapter, the following conclusions are obtained: (1) Transformational leadership style has no effect on the performance of Koperasi Berkah Makmur employees, this means that employees already know the duties and responsibilities of the company without being reminded or supervised by their work by a leader; (2) Work motivation does not affect the performance of Koperasi Berkah Makmur employees, this is because the rights of employees such as holiday allowances, compensation, and employee welfare have been fulfilled. (3) Discipline has a

positive and significant effect on the performance of Berkah Makmur Cooperative employees, this means that if discipline increases, employee performance will increase. Conversely, if discipline decreases, employee performance will also decrease.

Based on the research results and conclusions in this study, then some suggestions that need to be conveyed are (1) Cooperative Berkah Makmur needs to improve the transformational leadership style through the leader always motivating employees by giving awards to employees who excel, strengthening the kinship of fellow employees, recognize the strengths and weaknesses of each employee. (2) Work motivation of employees in the Berkah Makmur Cooperative must be increased again by doing team building to improve the ability of cooperation between employees so that they can work together and care more about colleagues and the company. (3) Discipline of employees of Berkah Makmur Cooperative must be improved by giving warning letters (SP) to employees who return not following company regulations or for employees who arrive late. The company can also provide rewards for employees who are diligent and disciplined. This also socializes to all employees the importance of attendance in the company. (4) For the next researcher, who will research in the same field, if you will use this thesis as a reference, then it needs to be reviewed again. Because it does not rule out there are statements that are not appropriate, because I as a writer feel there are still many shortcomings and limitations in completing this thesis. The next researcher should add other variables that are not present in this study, such as organizational climate, compensation, work environment, and organizational culture.

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