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The Influence of Transformational Leadership Style and Discipline on The Performance of Village Apparatus Is Mediated by Job Satisfaction in Villages Serang Baru Sub-District, Bekasi Regency

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Abstract: This study aims to analyze the influence of Transformational Leadership Style and Discipline on Village Apparatus Performance mediated by Job Satisfaction in the villages of Serang Baru Subdistrict, Bekasi Regency. Data were collected through questionnaires and analyzed using the Smart PLS application. The results indicate that Transformational Leadership Style does not significantly affect Village Apparatus Performance or Job Satisfaction. Conversely, Discipline has a significant positive effect on both Village Apparatus Performance and Job Satisfaction. Additionally, Job Satisfaction has a significant positive effect on Village Apparatus Performance. Job Satisfaction does not mediate the relationship between Transformational Leadership Style and Performance but significantly mediates the relationship between Discipline and Performance. The implications of this study highlight the importance of developing work discipline and job satisfaction to enhance the performance of village apparatus. Future researchers are advised to explore other leadership styles, consider contextual and cultural factors, use different methodologies, conduct longitudinal studies, and investigate other moderating and mediating factors to gain a more comprehensive understanding.

Keyword: Transformational Leadership Style, Discipline, Performance, Job Satisfaction.

INTRODUCTION

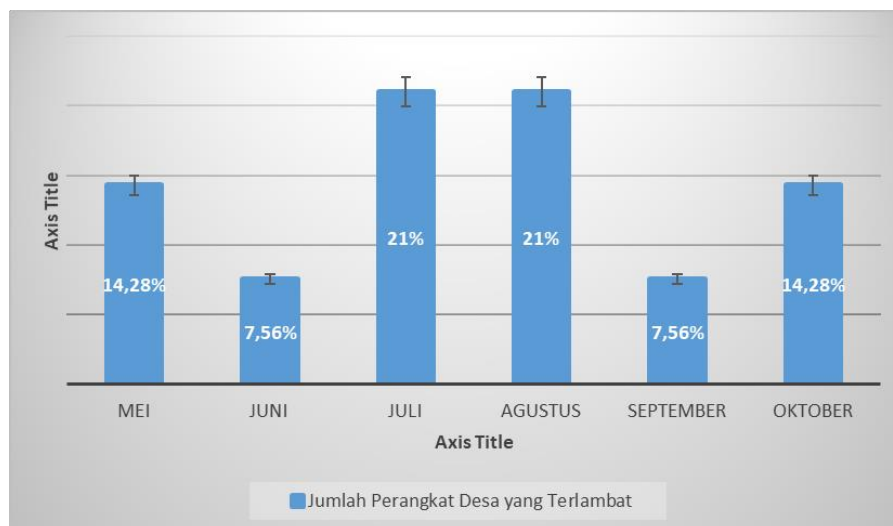
The development of technology has influenced all aspects of life, both in the fields of economics, politics, art, culture and the world of education (Mukhsin, 2020). One of the organization's assets that is very important and needs to be managed properly is human resources (Soemarsono, 2018). These humans are also known as workers/employees. The performance of village apparatus is the main pillar in providing quality public services, becoming a bridge between the local government and the village community (Bappenas, 2019). Village officials play a role in implementing development programs, preserving local

culture, and promoting active participation of residents in the decision-making process (Fatimah *et al.*, 2022). Thus, a deep understanding of the factors that affect the performance of the current village apparatus is very important. Based on the description above, it is important to analyze the roles and challenges faced by village officials in carrying out their duties in the current era. By understanding the dynamics that affect their performance, we can design more effective strategies and policies to support the development of villages in Indonesia. What are the key factors that affect the performance of village officials and the implications of current conditions on their role in community development and local resource management. In this case, the leadership factor of each village has an influence on the performance of its employees.

Good leadership is needed in an organization because it is to achieve an organizational goal. A good leader must be able to direct and guide his subordinates, because a leader is a guideline for employees. Being honest, firm, responsible and brave in enforcing regulations is an attitude that a leader must have (Ilmi, 2017). Each leader has a different leadership style depending on each individual. Leadership is a science that comprehensively studies how to direct (Ferils & Utami, 2022).

Work discipline is something that must be possessed by an employee, because it will affect the performance of the employee. The nature responsible for his duties will have a good quality of work. The problem that is often experienced by an organization/company is the poor performance of its employees. Poor performance will have a negative impact on an organization/company, and solutions are needed to improve employee performance (Sihombing & Batoebara, 2019).

Serang Baru District, Bekasi Regency has 8 villages, 100 RWs and 414 RTs and has a total of 84 village apparatus consisting of 8 Village Secretaries, 24 Heads of Affairs, 24 Section Heads and 28 Hamlet Heads. In this case as a preliminary research, the researcher conducted a field survey by visiting villages in Serang Baru District and asking about the performance of village apparatus reviewed from attendance data for the last six months which can be seen in the figure below.



Source : Recapitulation of Village Apparatus Attendance Data in Serang Baru District

Figure 1. Conceptual Restructuring

Based on the recapitulation of attendance data obtained directly by the observation method to villages in Serang Baru District, it can be seen that there are still those who do not pay attention to their discipline. When work discipline is lacking or not maintained, the impact can be very detrimental, both for individuals and organizations. One of the factors that

has a big role in maintaining and improving the level of work discipline in the workplace is leadership. Leadership plays a key role in shaping work culture and the level of discipline in the workplace. Leaders are authoritative figures who provide direction, set standards, and set an example for their subordinates. How a leader views and treats work discipline can have a significant influence on how employees under him understand the importance of discipline in their work.

Village apparatus as one of the main resources in village government is always needed to ensure optimal performance. Without the cooperation of village officials, the goals of the village government will be difficult to achieve. Village apparatus provides good performance for the village, while the village provides wages in exchange for good performance that has been done. The role of the leader is very important to pay attention to because directly or indirectly it will be a benchmark for the emergence of job satisfaction in the village apparatus. This statement is in accordance with research (Suweko & Dwiantoro, 2020) which states that transformational leadership does have an influence on job satisfaction. Job satisfaction is influenced by several factors, including: adequate wages, fair treatment, calmness at work, feeling of recognition, appreciation for work results, and pressure agents (Aulia et al., 2020).

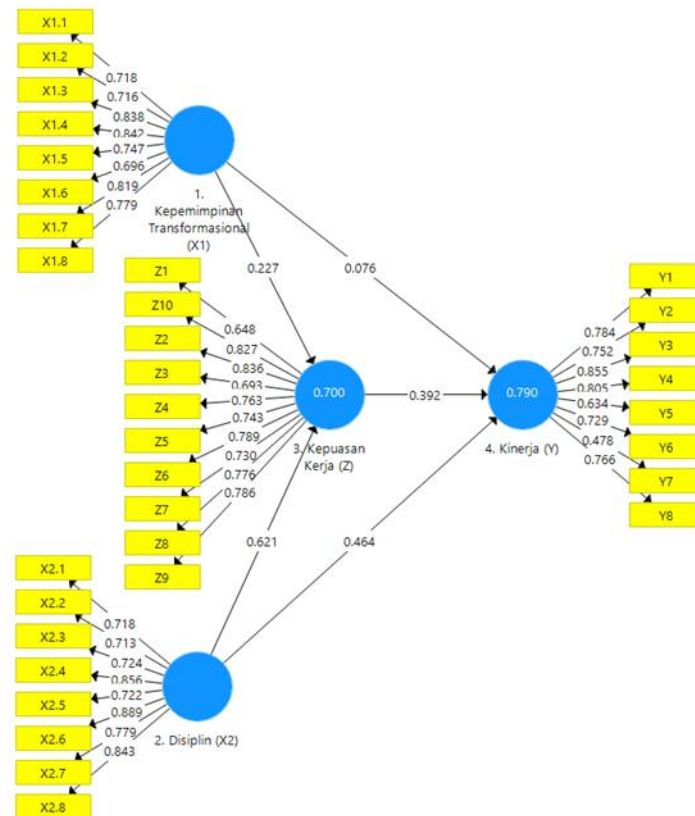
Based on other research, not only transformational leadership affects satisfaction, the level of self-discipline also affects satisfaction. According to (Lazwar Irhami & Andriani, 2022) discipline has an effect on job satisfaction. Based on the above presentation, this study tests job satisfaction as a mediating variable, as well as in addition to transformational leadership factors and discipline factors to be tested for its influence on performance. Therefore, based on the results of observations, phenomena and research gaps found, the researcher intends to conduct a study with the title "The Influence of Transformational Leadership Style and Discipline on the Performance of Village Apparatus Village Apparatus Mediated by Job Satisfaction in Villages in Serang Baru District, Bekasi Regency"

METHOD

This research was held in the villages of Serang Baru District, Bekasi Regency. The population in this study is a village apparatus totaling 84 people. The sampling technique used in this study uses a purposive sampling technique. Purposive sampling is a sample determination technique with certain considerations in Sugiyono, (2016: 85). The reason for using this purposive sampling technique is because it is suitable for use for quantitative research, or studies that do not generalize according to Sugiyono, (2016: 85). Sample Determination Method according to Sugiyono, (2016: 85) method of determining saturated samples or total sampling. The sample taken in this study is a village apparatus located in Serang Baru District, Bekasi Regency. The reason for using the entire population as a sample is because it represents the entire population. Therefore, the researcher took 84 samples.

RESULTS AND DISCUSSION

The analysis method used in this study is the Partial Least Square (PLS) method using the SmartPLS 3.0 program. The Path Outer Model design functions to connect independent, mediated, and dependent variables. The design of the Path Outer Model in this study can be illustrated in the following figure:



Source: Smart PLS 3.0 data processed, 2024

Figure 1. Outer Model

Convergence Validity Test

A research indicator will be considered valid if it has an outer loading value above 0.7 in each instrument. However, an outer loading value of 0.5 is still considered sufficient (Hasrizal & Games, 2023). If the outer loading value is <0.5 , then the question item must be eliminated. However, there are also those who use the guideline <0.6 , so the statement item must be eliminated.

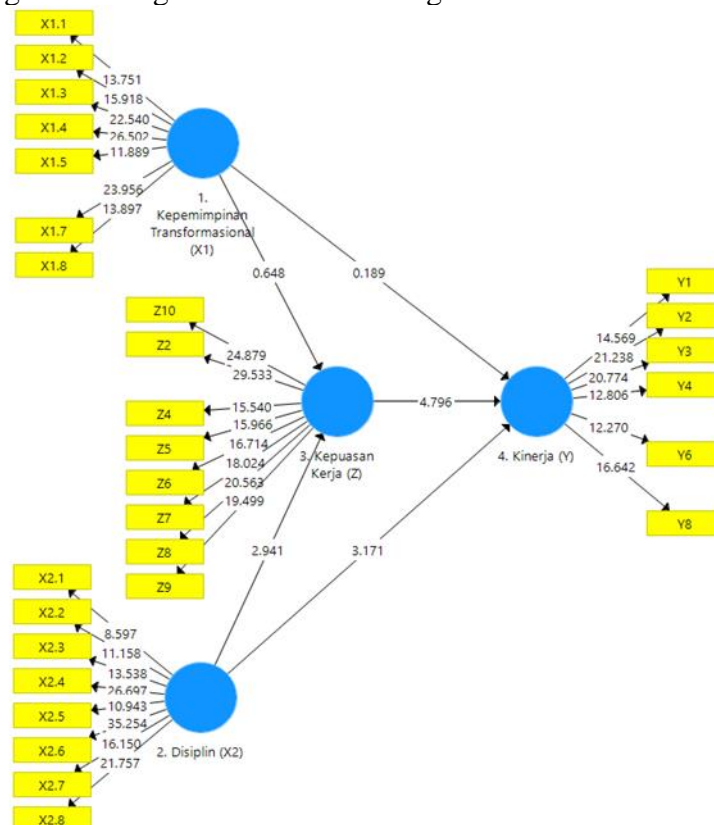
Table 1. Outer Loading

Variable	Indicator	Outer Loading	Description
1. Transformational Leadership (X1)	X1.1	0,718	Valid
	X1.2	0,716	Valid
	X1.3	0,838	Valid
	X1.4	0,842	Valid
	X1.5	0,747	Valid
	X1.6	0,696	Valid
	X1.7	0,819	Valid
	X1.8	0,779	Valid
2. Discipline (X2)	X2.1	0,718	Valid
	X2.2	0,713	Valid
	X2.3	0,724	Valid
	X2.4	0,856	Valid
	X2.5	0,722	Valid
	X2.6	0,889	Valid
	X2.7	0,779	Valid

	X2.8	0,843	Valid
	Z1	0,648	Valid
	Z2	0,836	Valid
	Z3	0,693	Valid
	Z4	0,763	Valid
3. Job Satisfaction (Z)	Z5	0,743	Valid
	Z6	0,789	Valid
	Z7	0,730	Valid
	Z8	0,776	Valid
	Z9	0,786	Valid
	Z10	0,827	Valid
	Y1	0,784	Valid
	Y2	0,752	Valid
	Y3	0,855	Valid
4. Performance (Y)	Y4	0,805	Valid
	Y5	0,634	Valid
	Y6	0,729	Valid
	Y7	0,678	Valid
	Y8	0,766	Valid

Source: Smart PLS 3.0 data processed, 2024

Based on the data in table 1 above, it can be seen that all indicators already have a value of > 0.6 , so they are considered feasible or valid so that they can be continued to the next test. The following is the image of the outer loading of the research after elimination:



Source: Smart PLS 3.0 data processed, 2024

Figure 1. Bootstrapping

Discrimination Validity Test

The Discriminant Validity value is a cross loading value that serves to determine whether a construct has adequate discriminant. Discriminant Validity can be seen in the square of Average Variance Extracted (AVE) value. Discriminant Validity or correlation value is said to be achievable or valid if the AVE value > 0.5 and the correlation value is declared invalid if the AVE value < 0.5 Ghazali, 2015 in (Hasrizal & Games, 2023).

Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
1. Transformational Leadership (X1)	0,595
2. Discipline (X2)	0,614
3. Job Satisfaction (Z)	0,579
4. Performance (Y)	0,538

Source: Smart PLS 3.0 data processed, 2024

Cronbach Alpha Reliability Test

The reliability test is assessed through 2 (two) methods, namely Cronbach's Alpha and Composite Reliability. A variable can be said to have good reliability if the value of Cronbach's Alpha > 0.6 . Ghazali, 2015 in (Hasrizal & Games, 2023).

Table 3. Cronbach's Alpha

Variable	Cronbach's Alpha	Keterangan
1. Transformational Leadership (X1)	0,902	Reliabel
2. Discipline (X2)	0,909	Reliabel
3. Job Satisfaction (Z)	0,919	Reliabel
4. Performance (Y)	0,873	Reliabel

Source: Smart PLS 3.0 data processed, 2024

Based on table 3 above, it can be concluded that the cronbach's alpha value of all constructs is > 0.6 which means that all constructs meet the criteria of cronbach's alpha and each construct in this study has a high reliability value.

Composite Reliability Test

The reliability test is assessed through 2 (two) methods, namely Cronbach's Alpha and Composite Reliability. A variable can be said to have good reliability if the Composite Reliability value has a value of > 0.7 Ghazali, 2015 in (Hasrizal & Games, 2023).

Table 4. Composite Reliability

Variable	Cronbach's Alpha	Keterangan
1. Transformational Leadership (X1)	0,921	Reliabel
2. Discipline (X2)	0,927	Reliabel
3. Job Satisfaction (Z)	0,932	Reliabel
4. Performance (Y)	0,901	Reliabel

Source: Smart PLS 3.0 data processed, 2024

Inner Model Analysis

After conducting validity tests and reliability tests, it can be continued by testing structural models or inner models. The analysis of the Inner Model can be assessed through the R-Square test. The following are the R-Square values of this research:

Table 5. R Square

Variable	R Square	R Square Adjusted
3. Job Satisfaction (Z)	0,700	0,693
4. Performance (Y)	0,790	0,782

Source: Smart PLS 3.0 data processed, 2024

Based on table 5 above, a Job Satisfaction R-Square value of 0.700 can be explained that the influence of the variables of Transformational Leadership (X1) and Discipline (X2) on Job Satisfaction (Z) gives a value of 0.700, with the interpretation that the Job Satisfaction construction variable can be explained by the variables of Transformational Leadership (X1) and Discipline (X2) with a percentage of 70% and the remaining 30% explained by other variables outside this study, while the R-Square of community satisfaction of 0.90 can be explained that the influence of the variables of Transformational Leadership (X1) and Discipline (X2) on community satisfaction (Y) gives a value of 0.790, with the interpretation that the variables of community satisfaction construct can be explained by the variables of Transformational Leadership (X1) and Discipline (X2) with a percentage of 79% and the remaining 21% explained by other variables outside this study.

Hypothesis Analysis

The hypothesis test in this study can be seen in the Path Coefficient table which serves to test whether a hypothesis can be accepted or rejected. The Path Coefficient criterion is 5%, $t = 1,66$. If the t-statistic value is greater ($>1,66$), then the hypothesis is significant or H_0 is rejected and H_a is accepted. The Path Coefficient table of this study is as follows:

Table 6. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) -> Job Satisfaction (Z)	0,144	0,163	0,223	0,648	0,517
Transformational Leadership (X1) -> Performance (Y)	-0,026	-0,013	0,140	0,189	0,850
Discipline (X2) -> Job Satisfaction (Z)	0,654	0,642	0,222	2,941	0,003
Discipline (X2) -> Performance (Y)	0,532	0,530	0,168	3,171	0,002
Job Satisfaction (Z) -> Performance (Y)	0,429	0,420	0,089	4,796	0,000

Source: Smart PLS 3.0 data processed, 2024

H1: The size of the parameter t-statistic coefficient for Transformational Leadership -> Performance has a P Value of 0.850 and a t statistic of 0,189, indicating it is not significant (t table significance at 5% = 1,66), which means H_0 is accepted and H_a is rejected, implying that Transformational Leadership does not affect Performance.

H2: The size of the parameter t-statistic coefficient for Discipline -> Performance has a P Value of 0.002 and a t statistic of 3,171, indicating it is significant (t table

significance at 5% = 1,66), which means H_0 is rejected and H_a is accepted, implying that Discipline has a significant positive effect on Performance.

H3: The size of the parameter t-statistic coefficient for Transformational Leadership -> Job Satisfaction has a P Value of 0.517 and a t statistic of 0,850, indicating it is not significant (t table significance at 5% = 1,66), which means H_0 is accepted and H_a is rejected, implying that Transformational Leadership does not affect Job Satisfaction.

H4: The size of the parameter t-statistic coefficient for Discipline -> Job Satisfaction has a P Value of 0.003 and a t statistic of 2,941, indicating it is significant (t table significance at 5% = 1,66), which means H_0 is rejected and H_a is accepted, implying that Discipline has a significant positive effect on Job Satisfaction.

H5: The size of the parameter t-statistic coefficient for Job Satisfaction -> Performance has a P Value of 0.000 and a t statistic of 4,796, indicating it is significant (t table significance at 5% = 1,66), which means H_0 is rejected and H_a is accepted, implying that Job Satisfaction has a significant positive effect on public Discipline.

To test the hypothesis between the variables of Transformational Leadership on Performance mediated by Job Satisfaction and the variable of Discipline on Performance mediated by Job Satisfaction, a Bootstrapping test -> Special Indirect Effects was conducted with the following results:

Table 7. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) -> Job Satisfaction (Z) -> Performance (Y)	0,062	0,063	0,094	0,656	0,512
Discipline (X2) -> Job Satisfaction (Z) -> Performance (Y)	0,280	0,273	0,120	2,338	0,020

Source: Smart PLS 3.0 data processed, 2024

H6: The magnitude of the t-statistical parameter coefficient for Transformational Leadership -> Job Satisfaction -> Performance has P Values 0,512 and t statistic 0,656, then it is declared insignificant (t significance table 5% = 1,66) or it can be stated that H_0 is accepted and H_a is rejected, meaning that Transformational Leadership has no effect on Performance through Job Satisfaction.

H7: The magnitude of the t-statistical parameter coefficient for Discipline -> Job Satisfaction -> Performance has a P Values of 0.020 and a statistical t of 2.338, then it is declared significant (t of the significance table 5% = 1,66) or it can be stated that H_0 is rejected and H_a is accepted, meaning that Discipline has a significant positive effect on Performance through Job Satisfaction.

CONCLUSION

Based on the results of the analysis using the Smart PLS application, it can be concluded that this study finds that Discipline has a significant positive influence on the Performance of Village Apparatus and Job Satisfaction, and Job Satisfaction has a significant positive influence on the Performance of Village Apparatus in Serang Baru District, Bekasi Regency. Meanwhile, Transformational Leadership Style does not have a significant effect on Performance and Job Satisfaction, and does not mediate the relationship between the two. Implications for further researchers include exploration of other leadership styles, expansion of research scope to other areas, use of different methodologies, longitudinal research, investigation of moderation factors and other mediations, as well as qualitative studies to complement the quantitative findings. With this approach, it is hoped that a deeper

understanding of the factors affecting the performance of village apparatus can be achieved, making a positive contribution to improving the quality of the village apparatus

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