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The Effect of Transformational Leadership and Discipline Through Motivation on Employee Performance at The Telanaipura District Office, Jambi City

Sri Wahyuni¹, Fakhrul Rozi Yamali², Osrita Hapsara³

¹Batanghari University, Jambi, Indonesia, email. sriwahyunislamet81@gmail.com

²Batanghari University, Jambi, Indonesia, email. fakhrul_65@yahoo.co.id

³Batanghari University, Jambi, Indonesia, email. osritahapsara@yahoo.co.id

Corresponding Author: sriwahyunislamet81@gmail.com¹

Abstract: 1) The impact of discipline and transformational leadership on employee motivation is the first goal of this study. 2) How performance of employees is affected by discipline and transformational leadership. 3) How performance of employees is affected by motivation. 4) how performance of employees is affected by transformational leadership and discipline via motivation. In Jambi City, this study was carried out in the Telanaipura District Office. 71 employees made up the sample size. Saturated sampling is the term for this kind of sampling. Data analysis using Partial Least Squares (PLS) with a descriptive and verification technique. Transformational leadership is classified as good, according to the descriptive analysis's findings. Performance of employees, motivation, and discipline are all rated as high. The verification analysis's findings show that employee motivation and performance are significantly impacted by transformational leadership and discipline. Motivation has also been shown to modulate the effects of discipline and transformative leadership on performance of employees, indicating that motivation may have a positive and substantial impact on performance of employees.

Keyword: Transformational Leadership, Discipline, Motivation, Performance of employees

INTRODUCTION

Performance of employees is a crucial aspect of an organization's success. Good performance reflects the ability of employees to carry out their duties and responsibilities effectively and efficiently in accordance with organizational goals (Siagian, 2016). When employees are able to work productively, with discipline, and with quality, the organization's operational processes will run smoothly and deliver optimal output. Furthermore, high performance of employees can also enhance the image and public trust of an organization, particularly government agencies or public service institutions. Organizations with high-performing employees are more adaptable to change, quicker in decision-making, and able to compete amidst increasingly complex work environments (Kasmir, 2016). Performance of employees is a key indicator of a public organization's success. Performance is measured not

only by work output but also by service quality, responsibility, and the ability to collaborate and innovate (Mangkunegara, 2017).

Leadership is a crucial element in government organizations, including at the sub-district level. One form of leadership considered effective in managing human resources is transformational leadership. This leadership style emphasizes the leader's ability to inspire, motivate, and provide a clear vision and mission to subordinates. According to Bass (2011), transformational leadership can optimally develop the potential of subordinates by increasing their trust, loyalty, and performance.

Studies that were carried out by Palitta et al. (2024) and Pariesti et al. (2022) found that transformational leadership significantly impacts performance. Meanwhile, studies that were carried out by Siagian & Khair (2018) found that transformational leadership had no significant impact on performance.

A key component of organizational success, in addition to leadership, is work discipline. Hasibuan (2017) asserts that the most crucial operational function of HRM is discipline as employees perform better at work when they are more disciplined. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. High work discipline is reflected in employee compliance with regulations, consistent attendance, punctuality, and responsibility for assigned tasks (Hasibuan, 2017).

Discipline is an individual's awareness and willingness to comply with all agency regulations established by management, which ensures that all employees comply with them, whether voluntarily or through coercion. Disciplined employees not only increase work productivity but also create a positive image of public service in the eyes of the public. Indiscipline, on the other hand, negatively impacts overall performance and worsens public service bureaucracy. A person with high discipline feels very responsible for the responsibilities they are given. This promotes a strong work ethic, performance excitement, and the accomplishment of the organization's, its workers', and the community's objectives. For this reason, every management works hard to make sure their staff members are disciplined. If a boss has highly disciplined employees, they are seen as effective leaders. It's challenging to maintain and enhance strong discipline since so many things affect it.

Research by Purnomo & Hasanah (2023), Dea et al. (2020), and Hasibuan (2022) indicates that discipline significantly influences performance of employees. Conversely, studies that were carried out by Nelizulfa et al. (2018) indicates that work discipline does not significantly influence performance of employees.

Employee motivation is another element that may have an impact on performance. Workplace motivation is a psychological factor that relates discipline and leadership to better worker performance. High motivation motivates workers to regularly, proactively, and joyfully strive toward goals. While regularly implemented work discipline produces a work environment that supports a strong work ethic, effective transformational leadership may also cultivate intrinsic drive. The impact of discipline and leadership on worker performance might be mitigated in practice by incentive.

A state of mind that propels individuals toward a shared objective is called motivation. In this study, motivational factors such as rewards, compensation, rewards or awards, workplace security, mutual assistance, and forming connections are used to address physiological needs, safety needs, and social needs (Sunyoto, 2015).

People are motivated to carry out particular duties depending on their personal objectives by a combination of attitudes and beliefs. Despite being unseen, these attitudes and beliefs have the power to inspire people to take actions that will help them reach their objectives (Veithzal & Sagala, 2017). Numerous research by Ramadhan & Wahyuni (2021) and Ahmadi (2021) show that performance of employees is significantly impacted by motivation. According to the majority of research, performance of employees is significantly influenced

by motivation. Nelizulfa et al. (2018), on the other hand, discovered that performance of employees is not much impacted by motivation.

The Telanaipura District Office is a government agency in Jambi City that provides population administration services to the public according to their needs. As the primary authority within the sub-district, the sub-district head is fully responsible for carrying out all operational work activities within his/her area of responsibility, in accordance with applicable laws and regulations. Therefore, the sub-district head's leadership role requires a true ability to transform tasks with initiative and creativity to improve services to the public, ensuring faster and more accurate completion.

Based on the author's observations at the Telanaipura District Office in Jambi City, several key issues remain identifiable, including operational obstacles in carrying out and completing work. Decisions made by leaders in meetings with various parties have not been optimally transformed. In efforts to improve employee discipline, some employees still fail to show up on time, despite incentives in the form of additional income. Consequently, the performance of these remaining employees falls short of established targets.

There must be answers for these happenings. The author is therefore interested in carrying out studies that aim to analyze: 1) the impact of discipline and transformational leadership on employee motivation. 2) How performance of employees is affected by discipline and transformational leadership. 3) How performance of employees is affected by motivation. 4) how performance of employees is affected by transformational leadership and discipline via motivation.

METHOD

In Jambi City, Indonesia, at the Telanaipura District Office, this study was carried out. Both primary and secondary data types were employed in this investigation. original data is information that the researcher personally gathers from original sources, whereas secondary data is information that has been published, used by the organization, or documented, according to Sugiyono in Sudirman et al. (2020). An exogenous independent variable (X1), an external mediating variable (Y), an endogenous dependent variable (Z), and transformational leadership (X1) and discipline (X2) are the variables employed in this study.

The 71 workers at Jambi City's Telanaipura District Office made up the study's population. The whole sample is taken if the population is fewer than 100, claims Arikunto (2012). If there are more than 100 people in the population, however, 10–15% or 20–25% may be seized. The entire population served as a sample for this study because there were no more than 100 responders. Saturated sampling, often known as the census method, was the sample strategy employed. Saturated sampling is a sampling strategy in which every member of the population is utilized as a sample, according to Sugiyono (2016). Path Analysis with the Partial Least Squares (PLS) method was employed in the statistical analysis. SmartPLS 3.0 software used to help process the data.

ways that PLS and SEM differ. A different method that switches from the covariance-based SEM approach to a variance-based one is PLS, claims Ghazali (2013). If PLS is more of a predictive model, covariance-based SEM often evaluates causation or theory. PLS is an effective analytical technique as it does not rely on many assumptions about a normal distribution and a big sample size is not required (Ghozali, 2013).

RESULTS AND DISCUSSION

Respondent Profile

The profile of the responder may be determined by their duration of service, gender, age, and educational attainment. Seventy-one people were given the surveys. Based on the information gathered from employee surveys, each respondent's attributes were determined. Input is anticipated from this data, as explained below.

Table 1. Respondent Profile

No	Respondent Profile	Frequency	Percentage (%)
1	Gender		
	Male	35	49,30
	Female	36	50,70
2	Age Group(years)		
	20 – 30	12	16,90
	31 – 40	28	39,44
	41 – 50	20	28,17
	51 – 58	11	15,49
3	Education		
	SLTA	11	15,49
	Diploma	6	8,45
	S1	46	64,79
	S2	8	11,27

Source: Data Processing with PLS, 2025

Descriptive Analysis of Research Variables

The data from this study was analyzed using descriptive analysis to examine how respondents responded to each of the variables under investigation. The findings will be described in light of the competency, motivation, discipline, and performance of employees variables that were examined in order to make interpretation easier. 71 responders were asked questions that outline these. Competency, motivation, discipline, and performance of employees are the four characteristics for which respondents provided the following scoring results:

Table 2. Results of Descriptive Analysis per Variable

No	Variable	Item	Total Score	Scale Range	Criteria
1	Transformational Leadership (X ₁)	8	2198	1931,2 – 2385,5	Good
2	Discipline (X ₂)	8	2217	1931,2 – 2385,5	High
3	Motivation (Y)	14	3857	3379,6 – 4174,7	High
4	Performance of employees (Z)	12	3309	2896,8 – 3578,3	High

Source: Data Processing with PLS, 2025

Table 2 displays the findings of a Likert scale analysis of descriptive data. The transformational leadership component received good ratings from respondents, while staff performance, motivation, and discipline received high ratings. Every employee at the Telanaipura District Office in Jambi City had a favorable opinion of the Transformational Leadership variable, discipline, motivation, and performance of employees, according to the study's findings.

- ❖ Respondents' responses to the Transformational Leadership variable fell into the "Good" category, with a total score of 2198, falling within the 1931.2-2385.5 scale. This indicates that Transformational Leadership can improve employees' ability to perform daily tasks.
- ❖ The Discipline variable fell into the "High" category, with a total score of 2217, falling within the 1931.2-2385.5 scale. This indicates that employee discipline can support improved performance of employees in carrying out daily tasks.

- ❖ With a total score of 3857, the motivation variable is classified as "High" and falls between 3379.6 and 4174.7 on the scale. This suggests that existing employees' motivation might help them perform better on a regular basis.
- ❖ With an overall performance variable score of 3309 and an average score of 228.6, the performance of employees variable is classified as "High" and falls between 2896.8 and 3578.3. This suggests that workers are capable of facilitating better performance in completing daily duties.

Convergent Validity Testing

Testing for convergent validity is a method of determining how well a measuring device or instrument captures the same concept. In statistics and data analysis, convergent validity is crucial to make sure that the indicators or items employed in the model accurately reflect the same construct, especially in latent variable-based models like Partial Least Squares (PLS).

1. Loading Factor

The loading factor is a crucial element in evaluating a measurement model. A high loading factor value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. The proper use and interpretation of loading factors helps ensure the validity and reliability of the measurement instrument or model being developed.

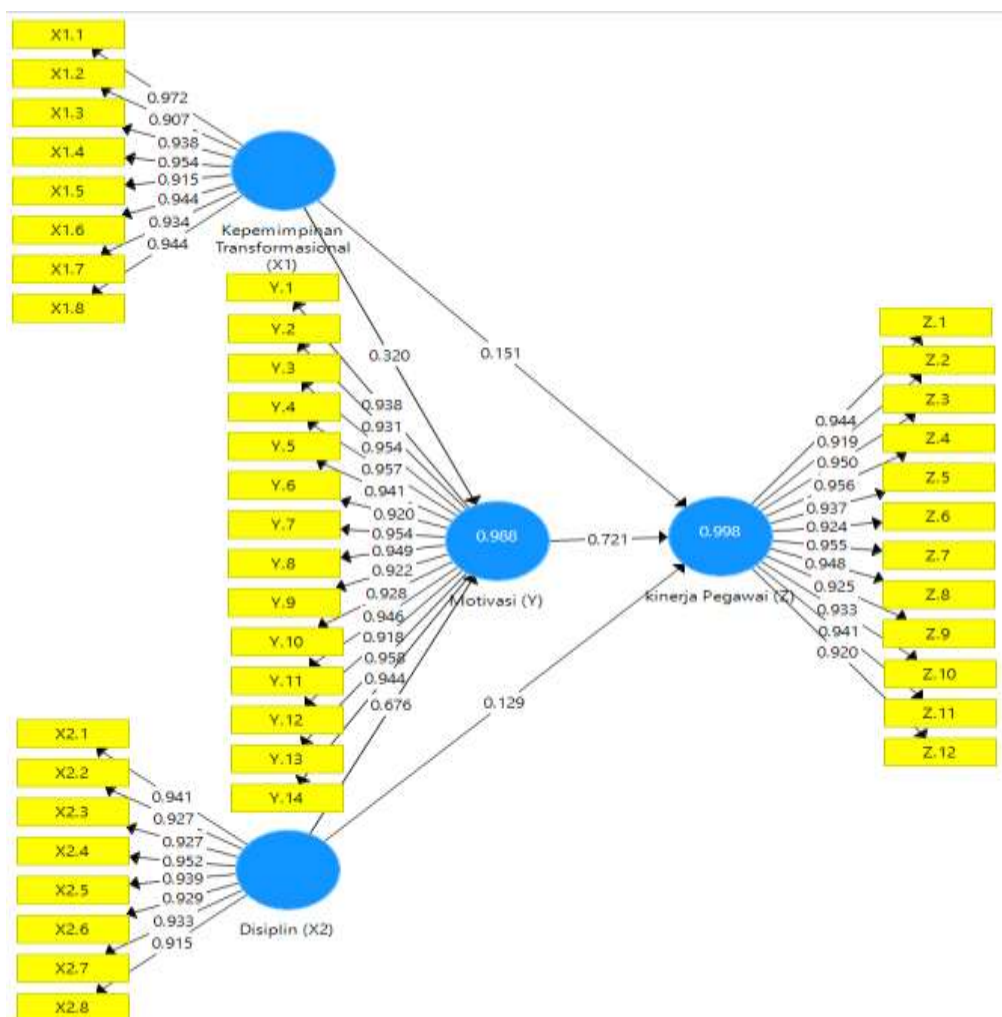


Figure 1. Outer Loading

Based on the outer loading results displayed in Figure 1, it can be seen that all indicators for each research variable—Transformational Leadership (X1), Discipline (X2), Motivation (Y), and Performance of employees (Z)—have loading values above 0.70. This indicates that each indicator has excellent convergent validity and is suitable for use as a representative of its construct.

2. Average Variance Extracted (AVE)

AVE is an important tool in statistical analysis that helps assess how well a latent construct in a model explains the variance of the indicators it measures. By ensuring that the AVE is greater than 0.5, it can be verified that the latent construct has adequate convergent validity and that the indicators used in the model adequately reflect the construct being measured. The AVE values are as follows:

Table 3. Average Variance Extracted Values

Variable	AVE Value	Description
Transformational Leadership (X ₁)	0,881	Valid
Discipline (X ₂)	0,870	Valid
Motivation (Y)	0,884	Valid
Performance of employees (Z)	0,879	Valid

Source: Data Processing with PLS, 2025

For every variable in the model, the Average Variance Extracted (AVE) values are displayed in Table 3. Every variable's AVE value is higher than the 0.50 minimal requirement. According to these high AVE values, every construct in this model satisfies the requirements for convergent validity. The indicators included in this study are therefore really capable of assessing the desired variables, as all constructs in the model have been shown to be convergently valid. For moving on to the structural model or inner model review step, this offers a solid basis.

In order to make sure that every notion in every latent variable is unique from the others, the discriminant validity test employs cross-loading values. Indicators that have a cross-loading value higher than 0.7 are said to have satisfied discriminant validity. The discriminant validity test yielded the following findings:

Table 4. Cross-Loading

Item	Transformational Leadership (X ₁)	Discipline (X ₂)	Motivation (Y)	Performance of employees (Z)
X1.1	0.972	0.965	0.963	0.967
X1.2	0.907	0.889	0.894	0.894
X1.3	0.938	0.942	0.937	0.935
X1.4	0.954	0.949	0.933	0.944
X1.5	0.915	0.908	0.912	0.919
X1.6	0.944	0.941	0.954	0.950
X1.7	0.934	0.928	0.921	0.921
X1.8	0.944	0.932	0.923	0.927
X2.1	0.923	0.941	0.934	0.935
X2.2	0.917	0.927	0.912	0.911
X2.3	0.926	0.927	0.920	0.924
X2.4	0.946	0.952	0.954	0.955
X2.5	0.940	0.939	0.949	0.948
X2.6	0.920	0.929	0.922	0.925
X2.7	0.921	0.933	0.928	0.933
X2.8	0.916	0.915	0.893	0.892

Item	Transformational Leadership (X ₁)	Discipline (X ₂)	Motivation (Y)	Performance of employees (Z)
Y.1	0.931	0.930	0.938	0.935
Y.2	0.915	0.921	0.931	0.922
Y.3	0.944	0.941	0.954	0.950
Y.4	0.941	0.953	0.957	0.956
Y.5	0.921	0.920	0.941	0.937
Y.6	0.926	0.927	0.920	0.924
Y.7	0.946	0.952	0.954	0.955
Y.8	0.940	0.939	0.949	0.948
Y.9	0.920	0.929	0.922	0.925
Y.10	0.921	0.933	0.928	0.933
Y.11	0.936	0.937	0.946	0.941
Y.12	0.910	0.905	0.918	0.920
Y.13	0.945	0.943	0.958	0.951
Y.14	0.942	0.942	0.944	0.943
Z.1	0.954	0.949	0.933	0.944
Z.2	0.915	0.908	0.912	0.919
Z.3	0.944	0.941	0.954	0.950
Z.4	0.941	0.953	0.957	0.956
Z.5	0.921	0.920	0.941	0.937
Z.6	0.926	0.927	0.920	0.924
Z.7	0.946	0.952	0.954	0.955
Z.8	0.940	0.939	0.949	0.948
Z.9	0.920	0.929	0.922	0.925
Z.10	0.921	0.933	0.928	0.933
Z.11	0.936	0.937	0.946	0.941
Z.12	0.910	0.905	0.918	0.920

Source: Data Processing with PLS, 2025

Every indicator in the study variables has cross-loading values higher than 0.7, as Table 4 demonstrates. Since all of the indicators in this study had cross-loading values higher than 0.7, it can be inferred from these results that the indicators have excellent discriminant validity in the construction of their variables. These findings support the notion that the indicators employed in this research have strong discriminant validity when it comes to creating their corresponding variables.

3. Reliability Test

The degree of trustworthiness of a measurement tool is assessed by a composite reliability test. If the loading values of any variable are more than 0.70, they are all regarded as dependable. The following table displays each variable's Cronbach's alpha and composite reliability values:

Table 5. Composite Reliability and Cronbach Alpha

Variable	Composite Reliability	Description	Cronbach Alpha	Description
Transformational Leadership (X ₁)	0.983	Reliable	0.981	Reliable
Discipline (X ₂)	0.982	Reliable	0.979	Reliable
Motivation (Y)	0.991	Reliable	0.990	Reliable
Performance of employees (Z)	0.989	Reliable	0.987	Reliable

Source: Data Processing with PLS, 2025

The Composite dependability and Cronbach's Alpha values are shown in Table 5, which indicates that all of the study's constructs Transformational Leadership (X1), Discipline (X2), Motivation (Y), and Performance of employees (Z) meet the requirements for exceptional dependability. Both the Composite Reliability and Cronbach's Alpha values for all four variables were above 0.70, which is the minimum threshold for declaring a construct reliable in a PLS (Partial Least Squares)-based measurement model.

Thus, these results indicate that all measurement instruments in this study have proven reliable, both in terms of internal consistency and indicator stability. This strengthens the validity of the instruments used and provides a strong foundation for proceeding to the structural model analysis stage. This high reliability also indicates that the research results can be trusted to describe the relationships between variables in the model.

Inner Model Evaluation

In addition to hypothesis testing, bootstrapping tests were used to evaluate the inner model, producing results for the coefficient of determination (R-square) and Q-square. Here is a description of the inner model evaluation's findings.

1. R-Square

The R-Square for each dependent latent variable is the first step in evaluating a model using PLS. The R-Square estimation results using SmartPLS 3 are displayed in Table 6:

Table 6. R-Square Values

Variable	R-Square
Motivation (Y)	0.988
Performance of employees (Z)	0.998

Source: Data Processing with PLS, 2025

According to Table 4.6's estimated R-Square values, the performance of employees variable (Z) has an R-Square value of 0.998, or 99.8 percent, while the motivation variable (Y) has an R-Square value of 0.988, or 98.8 percent. The high percentage of the dependent variable's variability that the independent variables in the research model can account for is indicated by these R-Square values. Transformational Leadership and Discipline may therefore account for 98.8% of the variation in motivation, with other factors outside the model accounting for the remaining 1.2%. The same is true for staff performance; transformational leadership and discipline account for 99.8% of the variance, with other factors influencing only 0.2%. According to these high R-Square values, transformational leadership and discipline have a significant impact on worker motivation and output. Thus, it is possible to draw the conclusion that these two independent factors significantly and overwhelmingly contribute to raising employee motivation and output.

2. Q Square

A Q square value larger than 0 (> 0) indicates that the model has important predictive power. Here is the formula to determine the predictive-relevance value:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,988^2) (1 - 0,998^2)$$

$$Q^2 = 1 - (1 - 0,976) (1 - 0,996)$$

$$Q^2 = 1 - (0,024)(0,004)$$

$$Q^2 = 1 - 0,0001$$

$$Q^2 = 0,9999$$

Given that the value of 0.9999 is larger than 0, the study's Q-square calculation result of 0.9999 suggests that the model well describes the endogenous variables.

Structural Model Testing

The direct effects value, commonly referred to as the path coefficient, in SEM PLS analysis shows the model's structural value in this investigation. To verify the hypothesis and ascertain the significance and degree of the association, path coefficients between constructs were then evaluated.

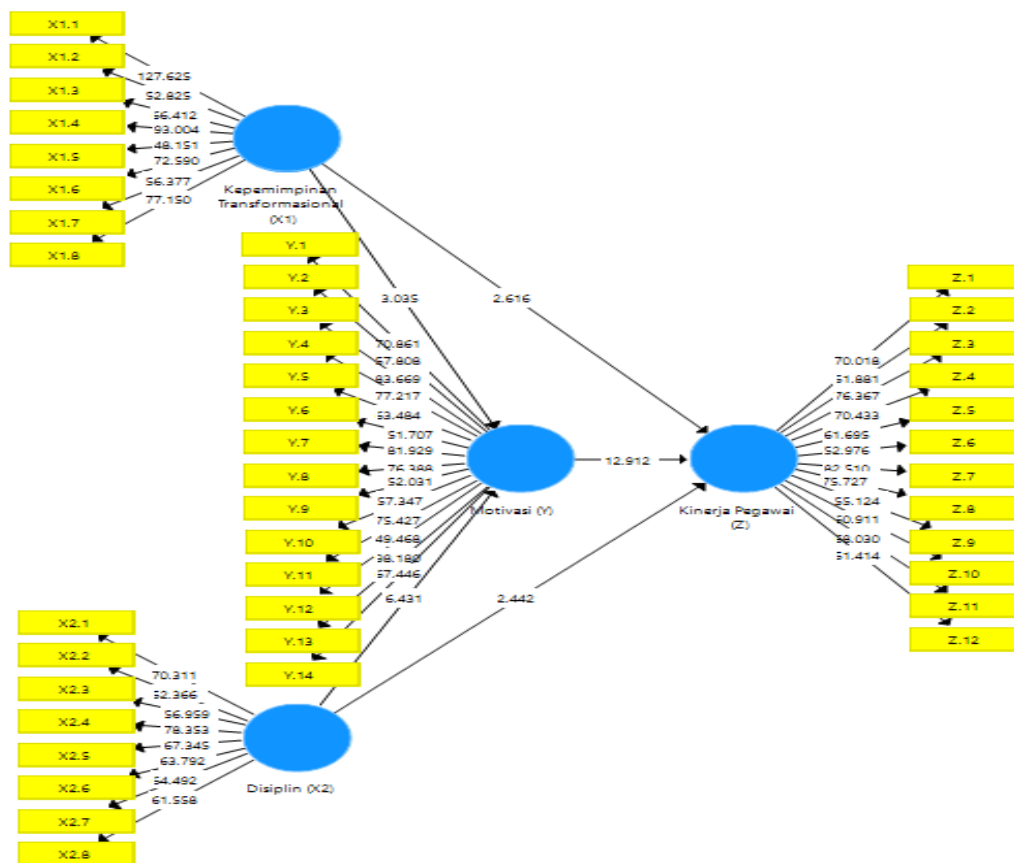


Figure 2. Bootstapping

To understand the structural model in this study, see the following table: Table 7 Path Coefficient.

Table 7. Path Coefficient

	Path Coefficient
Transformational Leadership (X1) -> Motivation (Y)	0.320
Discipline (X2) -> Motivation (Y)	0.676
Transformational Leadership (X1) -> Performance of employees (Z)	0.151
Discipline (X2) -> Performance of employees (Z)	0.129
Motivation (Y) -> Performance of employees (Z)	0.721
Transformational Leadership (X1) -> Motivation (Y) -> Performance of employees (Z)	0.231
Discipline (X2) -> Motivation (Y) -> Performance of employees (Z)	0.487

Source: Data Processing with PLS, 2025

Based on the path coefficient analysis results in the table above, the following conclusions can be drawn:

1. Motivation increases by 0.320 for every unit rise in Transformational Leadership, indicating that Transformational Leadership has a direct influence on Motivation. This is a beneficial impact.
2. Discipline has a direct effect of 0.676 on motivation, which means that for every unit increase in discipline, motivation increases by 0.676. This is a beneficial impact.
3. Performance of employees is directly impacted by transformational leadership, with a one-unit rise in transformational leadership translating into a 0.151 increase in performance of employees. This is a beneficial impact.
4. Discipline has a direct effect of 0.129 on performance of employees, which means that for every unit increase in discipline, performance of employees increases by 0.129. This is a beneficial impact.
5. Performance of employees is directly impacted by motivation, and a one-unit increase in motivation can result in a 0.721 increase in performance of employees. This is a beneficial impact.
6. Performance of employees can indirectly improve by 0.231 through motivation if transformational leadership increases by one unit. This is known as the indirect effect of transformational leadership on performance of employees. This has a favorable impact.
7. Performance of employees can rise by 0.487 indirectly through motivation if discipline increases by one unit. This is known as the indirect effect of discipline on performance of employees. This result is favorable.

Hypothesis Testing

By comparing the p-values of the path coefficients at a significance threshold of $\alpha = 0.05$, hypothesis testing on the impact of exogenous factors on endogenous variables is carried out. If the p-value is less than or equal to 0.05 ($p\text{-value} < 0.05$) or the t-table value is 1.96, the test might be deemed highly significant. According to the following criterion, the hypothesis is accepted if the t-statistic is less than the t-count and rejected if the t-statistic is more than the t-count.

Table 8. Testing the Direct Effect Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) -> Motivation (Y)	0.320	0.326	0.105	3.035	0.003
Discipline (X2) -> Motivation (Y)	0.676	0.669	0.105	6.431	0.000
Transformational Leadership (X1) -> Performance of employees (Z)	0.151	0.159	0.058	2.616	0.009
Discipline (X2) -> Performance of employees (Z)	0.129	0.124	0.053	2.442	0.015
Motivation (Y) -> Performance of employees (Z)	0.721	0.717	0.056	12.912	0.000

Source: Data Processing with PLS, 2025

Table 8. displays the findings of the direct effect test as follows:

1. The Effect of Transformational Leadership on Motivation
According to the hypothesis test findings, hypothesis H1 is accepted as the t-statistic is $3.035 > 1.96$ and the P-value is 0.003, which is less than 0.05 ($0.003 < 0.05$). According to these findings, motivation is positively and significantly impacted by transformational

leadership. Thus, a greater level of transformational leadership will have a big impact on motivation.

2. The Effect of Discipline on Motivation

According to the hypothesis test findings, hypothesis H1 is accepted with a t-statistic of $6.431 > 1.96$ and a P-value of 0.000, which is less than 0.05 ($0.000 < 0.05$). These findings suggest that discipline significantly and favorably affects motivation. This implies that enhancing discipline will boost motivation as well.

3. The Effect of Transformational Leadership on Performance of employees

The hypothesis test findings indicate that hypothesis H1 is accepted with a t-statistic of $2.616 > 1.96$ and a P-value of 0.009, both of which are below 0.05 ($0.000 < 0.05$). These findings suggest that performance of employees is positively and significantly impacted by transformational leadership, indicating that transformational leadership.

4. The Effect of Discipline on Performance of employees

The hypothesis test findings indicate that there is a 0.129 path coefficient between performance of employees and the discipline variable. We accept hypothesis H1 since the t-statistic of $2.442 > 1.96$ and the P-value of 0.015 are both less than 0.05 ($0.015 < 0.05$). According to these findings, performance of employees is positively and significantly impacted by punishment. Accordingly, better performance of employees will result from more discipline.

5. The Influence of Motivation on Performance of employee

Performance of employees and the motivation variable have a path coefficient of 0.721, according to the hypothesis test findings. Hypothesis H1 is accepted as the p-value is 0.000, which is less than 0.05 ($0.000 < 0.05$), and the t-statistic value of 12.912 is more than 1.96. These findings suggest that employee motivation significantly and favorably affects performance. This implies that when employee motivation rises, so will their performance.

Discussion

The Influence of Transformational Leadership on Motivation

According to the study's findings, transformational leadership significantly and favorably affects motivation. Tucunan et al., 2022, Yohana et al., 2023, and Prayudi, 2020 all found that transformational leadership significantly and favorably affects employee motivation. This conclusion is consistent with their findings.

Transformational leadership has been shown to significantly influence employee motivation because leaders who are able to convey direction and work vision directly and openly create clarity in roles and work objectives for their subordinates. This clarity encourages employees to feel a clear direction in their work and strengthens their sense of belonging to the organization. When leaders are able to explain the organization's vision transparently, employees will feel valued and involved in achieving shared goals. This can increase intrinsic motivation because employees feel their work is meaningful and impactful. Therefore, a leader's ability to convey direction is not only about communication, but also about building trust and a high level of work commitment in employees, so that employees feel positively challenged and see their work as a means of self-actualization. Employees who feel they have the opportunity to grow within the organization will be more enthusiastic and loyal. A leader's attitude that supports employees' desire to achieve creates a positive and appreciative work environment. This encourages employees to achieve work targets with the best results, because they see a strong connection between hard work and rewards or career development. Therefore, a transformational leadership style is a crucial factor in fostering high employee motivation,

through recognition of individual potential, encouragement for development, and a collaborative and inspiring work climate.

The Influence of Discipline on Motivation

The findings of studies indicate that motivation is significantly and favorably impacted by discipline. This study supports the notion that discipline has a major influence on motivation, as shown by Marpaung et al. (2014), Prawatya (2015), Setiawan (2013), Bachtiar (2012), Ekhsan (2019), Selan et al. (2016), Razak et al. (2010), Utomo (2014), and Hernosa & Sidharta (2017).

Discipline significantly impacts employee motivation because it creates an orderly and consistent work structure, which ultimately provides a sense of security and certainty in the workplace. When employees are accustomed to arriving at work on time, completing work by deadlines, and adhering to organizational rules and regulations, the resulting work rhythm becomes more stable and productive. This positively impacts motivation because employees perceive the environment as conducive to focus and achieving optimal work results.

Good discipline also strengthens individual accountability for assigned tasks. Employees who are responsible for their work results and are able to properly maintain work equipment demonstrate a high level of self-awareness regarding their duties and functions within the organization. This awareness fosters internal motivation, as employees feel trusted and have a significant role. Discipline is not only about adherence to rules but also reflects professionalism and integrity. When employees recognize the importance of completing tasks without constant supervision, their motivation to work independently and efficiently increases.

The Influence of Transformational Leadership on Performance of employees

The study's findings show a strong and favorable correlation between transformational leadership and worker performance. According to research by Palitta et al. (2024), Pariesti et al. (2022), and Sanera et al. (2024), transformational leadership significantly and favorably affects worker performance. This conclusion is consistent with their findings.

Transformational leadership can encourage employees to think critically, accept challenges, and continue to develop professionally. When leaders provide space for innovation and support the development of new ideas, employees feel empowered and more enthusiastic about their work. Transformational leaders not only provide instructions but also motivate employees to achieve shared goals in meaningful and internally motivating ways. As a result, employees tend to demonstrate improved technical skills and complete tasks without constant direction from superiors. Employees perceive their work not as mere obligations, but as an opportunity to demonstrate their abilities and contribute significantly to the organization. Leadership that values the potential of subordinates and provides opportunities for development will result in consistent, high-quality performance.

The Influence of Discipline on Performance of employees

Performance of employees and discipline have a good and substantial association, according to the study's findings. This result is in accordance with research conducted by Purnomo & Hasanah (2023), Dea et al. (2020), and Hasibuan (2022), which discovered that performance of employees is greatly impacted by discipline.

Because discipline establishes order, it has a significant impact on performance of employees, responsibility, and consistency in task execution. Disciplined employees are committed to working hours, completing tasks by deadlines, and complying with organizational regulations and standards. This directly impacts performance improvement, as tasks can be completed on time and work results are more measurable (S P Pranata, 2022). A disciplined work environment also encourages efficiency, avoids delays, and minimizes errors that can hinder productivity. Discipline encourages employees to work systematically and

focus on achieving targets, reflecting high and consistent performance, Motivation's Effect on Performance of employees.

Motivation has a favorable and considerable impact on performance of employees, according to the study's findings. This finding aligns with studies that were carried out by (Ahmadi, 2021) and (Ramadhan & Wahyuni, 2021), which found that motivation has a positive and significant effect on performance of employees.

Motivation significantly impacts performance of employees because it is an internal drive that drives a person to act optimally to achieve work goals. When employees are highly motivated, they work with enthusiasm, diligence, and responsibility without the need for close supervision. Motivation fosters the desire to complete work on time, maintain the quality of work, and continuously improve their performance. Motivated employees are also more adaptable to change, more active in problem-solving, and demonstrate initiative in taking on greater roles within the organization. This demonstrates that motivation is a key factor in shaping productive and professional work behavior (S. Pranata, 2024). Therefore, motivation is a crucial foundation for creating effective, efficient, and highly competitive performance of employees.

The Influence of Transformational Leadership on Performance of employees Through Motivation

Transformational leadership influences performance of employees through motivation because transformational leaders are able to mobilize employees emotionally and psychologically to achieve peak performance. Leaders with this style not only provide direction but also inspire, set an example, and foster employee morale. When leaders show attention to individual needs, encourage innovation, and provide positive challenges, employees feel valued and motivated to perform better. The motivation generated by this type of leadership encourages employees to perform their duties optimally, not only out of obligation, but also out of an internal drive to contribute and develop.

Motivation serves as a bridge between leadership direction and performance achievement. Transformational leaders foster a supportive, communicative, and trusting work environment, which in turn increases employee motivation. For example, when leaders reward achievements, provide space for expression, or support career development, employees feel encouraged to perform at their best (Sungguh Ponten Pranata, 2024). This sense of confidence and pride in their work encourages employees to be more focused, creative, and responsible in completing tasks. With high motivation, employees not only perform to standards but also exceed organizational expectations through initiative, efficiency, and innovation.

Furthermore, the motivation fostered by transformational leadership results in sustained performance. Employees who are motivated by feeling emotionally involved are more loyal, resilient under pressure, and willing to take on a greater role in achieving organizational goals. They are more adaptable, open to feedback, and have a high team spirit. This is what distinguishes transformational leadership from other leadership styles: its influence is not commanding, but rather stimulates motivation as the primary driving force. Therefore, it can be concluded that transformational leadership indirectly improves performance of employees by increasing motivation, which leads to more effective, efficient, and high-quality work.

The Influence of Discipline on Performance of employees Through Motivation

Discipline influences performance of employees through motivation because it fosters a responsible work attitude, which then creates an internal drive (motivation) to perform better. When employees are accustomed to completing tasks on time, adhering to work rules, and maintaining professional ethics, they feel more confident and ready to face work challenges. This self-confidence is part of intrinsic motivation, the inner drive to excel and complete work to the best of their ability. Disciplined employees not only comply with rules out of compulsion,

but also because they recognize that responsibility and order will lead to optimal work results. This awareness strengthens motivation and has a direct impact on improved performance.

Discipline also creates a stable and orderly work environment, making it easier for employees to focus and achieve targets. When all employees are highly disciplined, the work atmosphere becomes more conducive, collaboration runs smoothly, and each individual feels they have a significant role. In this environment, employee motivation increases because they feel supported and appreciated. Motivated employees tend to demonstrate better performance, such as working without being told, completing tasks independently, and taking full responsibility for work results. This means that strong discipline not only fosters obedient work behavior but also fosters high levels of enthusiasm and initiative.

Furthermore, consistent discipline forms the basis for reward and recognition systems within an organization. Disciplined employees typically gain the trust of their superiors more easily, whether in the form of promotions, incentives, or career development. When employees see that their discipline is appreciated, their work motivation naturally grows. This motivation is a crucial driving force in achieving high performance, as employees feel that their efforts and compliance have a tangible impact on career development and organizational success.

CONCLUSION

1. Transformational leadership has been implemented effectively. Employee discipline, motivation, and performance are categorized as high at the Telanaipura District Office in Jambi City.
2. Motivation is positively and significantly impacted by transformational leadership. This indicates that greater motivation results from improved transformational leadership.
3. Motivation is positively and significantly impacted by discipline. This implies that improved discipline results in higher levels of motivation.
4. Performance among employees is positively and significantly impacted by transformational leadership. Thus, staff performance will increase in tandem with transformative leadership.
5. The Telanaipura District Office's employees perform significantly better when they are disciplined. Performance of employees will thus increase as discipline increases.
6. Performance of employees is positively and significantly impacted by motivation. This implies that performance of employees will increase as motivation rises.
7. Through motivation, transformational leadership has a favorable and noteworthy effect on worker performance. This implies that worker motivation and output will increase in tandem with transformational leadership's advancement.
8. Through incentive, discipline has a favorable and noteworthy effect on worker performance. Employee motivation and performance will therefore increase as discipline improves.

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