

The Influence Of Leadership Transformation, Work Motivation, And Job Satisfaction On Employee Performance Through Work Discipline

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Abstract

The ability of an organization to survive and develop properly is determined by the competence of the human resources owned by the organization through various variables that can influence it, such as transformational leadership, work motivation, job satisfaction, and work discipline. This study used a quantitative method by distributing questionnaires to respondents, totaling 170 employees at the Tanjung Priok Class I Port Health Office. Data were analyzed using the PLS Structural Equation Model (SEM). Some of the findings in this study are that transformational leadership does not affect work discipline and employee performance, work motivation has a negative effect on work discipline and employee performance, job satisfaction has a positive effect on work discipline and employee performance, and work discipline has a positive effect on employee performance. Furthermore, it is demonstrated in this study that work discipline can mediate the effects of work motivation and job satisfaction on employee performance.

Keywords: Transformational leadership, work motivation, job satisfaction, work discipline, and employee performance

INTRODUCTION

In every institution, both government and private companies need employees who are not only skilled but also active so that it is possible to obtain optimal work results. To achieve organizational goals, a reliable source of manpower is needed. Achieving organizational success can be done by increasing employee performance. The achievement of an agency is strongly influenced by the performance of employees who play an important role in implementing the activities of an agency. The ability of an employee to complete his duties and responsibilities properly with good quality and quantity is employee performance (Hakam & Ruhana, 2015). the ability of an organization to survive and develop properly is determined by the competence of human resources owned by the organization through various variables that can have an impact such as transformational leadership, job satisfaction, work motivation, and work discipline (Jufrizen & Sitorus, 2021; Rachman *et al*, 2020). Therefore a leader must be able to move his subordinates to make changes that will create good cooperation on all fronts.

Applying the right transformational leadership style improves employee performance so if leaders can influence and direct employees to achieve agency goals, employees will work well and try to improve their performance (Hakam & Ruhana, 2015). (Ratnasari *et al*, 2020) states that the quality of employee work will be better if the leadership is also transformational. Meanwhile. Meanwhile (Tintami *et al*, 2012) explained in their research that employee performance can be improved if transformational leadership is also good. Transformational leadership can indirectly have an impact on employees so that leadership can increase employee motivation to continue to improve performance.

The important thing in the process of improving employee performance is the existence of motivation or encouragement in employees. according to (Saluy & Treshia, 2018) Work motivation can make a person's behavior at work more diligent and neat in carrying out work and the responsibilities assigned to him are emotional strength which is important in carrying out new work.

If someone feels satisfied in his work, then that person will try his best to be able to work

optimally, therefore job satisfaction is a fairly important factor, employees will try their best with all their abilities to complete the work given to them. The results of an employee's work are influenced by the job satisfaction he receives (Rexy *et al.*, 2018). (Zahara & Hidayat, 2017) states that high employee performance is influenced by how high the employee's job satisfaction is. Every company, both private and government, always strives to improve the performance of its employees to the maximum extent. Work discipline must be owned by every employee in the agency. Complying with written or unwritten regulations determined by the agency can create a work environment that has a positive impact on performance so that a harmonious and conducive atmosphere at work can be created (Rexy *et al.*, 2018).

Research related to the influence of Leadership Transformation, Job Satisfaction, Work Motivation, and Work Discipline on Employee Performance has been carried out previously. As in the study (Jufrizen & Sitorus, 2021) related to the effect of job satisfaction and work motivation on employee performance with work discipline as an intervening variable where it was found that this research work discipline was influenced by Motivation and Job Satisfaction, this study was conducted in the treasury office with the respondents being employees of the office and it was proven that work discipline was influenced by job satisfaction and performance was significantly influenced by work motivation. (Rachmuddin *et al.*, 2021) In his research, he examined the role of transformational leadership to improve employee performance through work motivation and job satisfaction so that employees can provide maximum performance to employees who work in the field of irrigation it is proven that professional leadership has a positive influence on job satisfaction, work motivation, and employee performance.

Hakam & Ruhana, (2015) explained in their study that the transformational leadership style has a positive impact on employee motivation and performance where the application of the transformational leadership style will increase work motivation and employee performance, research was conducted in banking companies with employee respondents who worked there. Based on the interpretation of the study, the

author is interested in conducting further research and exploring how the Influence of Leadership Transformation, Work Motivation, and Job Satisfaction through Work Discipline on Employee Performance at the Tanjung Prio Class I Port Health Office.

This study aims to meet knowledge gaps that are currently unavailable, by exploring the influence of transformational leadership, work motivation, and job satisfaction on employee performance through work discipline. In this study, it is expected to be able to provide new science by developing theories about employee performance variables that can provide different perspectives on the place of research objects that have never been carried out at the Tanjung Priok Class I Port Health Office.

LIBRARY REVIEW

Leadership Transformation

The transformational leadership type means a leadership style that inspires employees to put aside personal interests and have the ability to exert great influence. A key element of transforming leadership is an emphasis on follower-building (Hakam & Ruhana, 2015). Atik *et al.*, (2023) Transformational leadership tends to improve organizational performance because the transformational leadership style can inspire all employees in the organization to instill a positive and inspirational attitude so that agency performance can be positively influenced by transformational leadership tends to improve organizational performance because the transformation leadership style can inspire all employees in the organization to instill a positive and inspirational attitude so that agency performance can be positively influenced by transformational leadership tends to improve organizational performance because the transformation leadership style can inspire all employees in the organization to instill a positive and inspirational attitude so that agency performance can be positively influenced by transformational leadership. According to (Razak *et al.*, 2018) Transformational leadership is reflected in its high commitment, motivation, and trust from employees so that they can see the agency's goals to be achieved as having a higher value than personal interests. Leadership Measurement by (Hakam & Ruhana, 2015) Transformational leadership is reflected in its

high commitment, motivation, and trust from employees so that they can see the agency's goals to be achieved as having a higher value than personal interests. Leadership Measurement by *Charisma, Inspiration, Simulation intellectual, dan paying attention to an individual.*

Work Motivation

Jufrizen, (2018) Motivation is the mental and psychiatric state of an employee that can animate energy, stimulate actions, and direct behavior to meet needs so that it can provide satisfaction without reducing imbalances. Robbins & Timothy, (2017) explain that motivation is an activity that describes the intensity of a person who has the direction and perseverance of efforts to achieve organizational goals. Measurements (Hakam & Ruhana, 2015) suggests the theory of ERG Motivation is a reflection of three basic needs, including the need for existence, the need for connectedness, and the need for growth.

Job Satisfaction

Job satisfaction is defined as a pleasant or positive emotional state that results from the evaluation of one's work or work experience. (Körner *et al.*, 2015) The relationship between job satisfaction and employee behavior showed different results in different studies. Despite the contradictory results, why organizations should attach importance to job satisfaction is explained in three dimensions. Such dimensions are humanistic, economic, and theoretical reasons (Ayc , 2019). Job satisfaction found to have a positive effect on employee performance (Jufrizen & Sitorus, 2021). Job satisfaction is an emotional attitude of satisfaction and love for the work that a person has. The job satisfaction variable uses two dimensions (intrinsic and extrinsic) and six indicators, namely basic salary, bonuses, facilities, work partners, opportunities for self-improvement, and leadership (Yu *et al.*, 2020).

Work Discipline

Jufrizen & Sitorus, (2021) Work discipline is the behavior of respecting, respecting, obeying, and obeying the rules that apply in the agency, both written and unwritten rules that can inevitably result in punishment for violations of assigned

duties and responsibilities. According to (Saluy & Treshia, 2018) Work discipline is the attitude of an employee in acting following what is in the place where he works. Discipline is the attitude of complying with applicable regulations to achieve performance and achievement of organizational goals. The assumption that the leader can directly influence the attitude of employees is a habit that can be learned. Habits can be determined by leaders, either by their leadership atmosphere or by personal example (Arif *et al.*, 2019)

Referring to research (Arif *et al.*, 2019) *measurement of disciplinary variables using 4 dimensions Attendance, Adherence to the boss, awareness works, dan Responsible.*

Employee Performance

Performance is the ability of employees to get better results from certain duties and job functions (Arif *et al.*, 2019). Employee performance is the result of work obtained from the company. This means the quality of the employee's work at the time of carrying out the tasks assigned to him correctly and precisely. Good employee performance will be beneficial for the agency in terms of operations and activities within the agency (Fatyandri, 2022). Ramadhani, (2017) explains that Performance is the elaboration of actions which means that the work of an employee is a managerial or organizational process, where the results of the work should be presented concretely. Indicators are the quality of work, workload, knowledge of the field of work, creativity, ability to work in a team, trust, work initiative, and personal qualities.

Referring to research (by Arif *et al.*, 2019) *states that in measuring performance variables five dimensions, including the following number of Jobs, Quality Work, Punctuality, presence dan Ability Cooperation.*

METODE

In this study, the measurement of the variables studied was adopted from previous studies. Where the measurement of transformation leadership variables using dimensions (Hakam & Ruhana, 2015) consisting of Charisma, Inspiration, Simulation intellectual, and Paying attention to the individual with 10 statements. Measurement of work motivation variables using

dimensions (Hakam & Ruhana, 2015) which consist of Existence Needs, Relatedness Needs, and Growth Needs with 9 statements. Measurement of job satisfaction variables using dimensions (Yu *et al*, 2020) which consists of *Intrinsic satisfaction* dan *Extrinsic satisfaction* with 17 statements. Pengukuran variabel disiplin kerja menggunakan dimensi (Arif *et al*, 2019) yang terdiri dari *Attendance*, *Adherence to the boss*, *awareness works*, dan *Responsible* dengan 7 pernyataan. Pengukuran Employee Performance Using Dimensions (Arif *et al*, 2019) which consists of the *Number of Jobs*, *Quality Work*, *Punctuality*, *presence* dan *Ability Cooperation*. with 8 statements. The required data is obtained using online questionnaires and measurement scales by the method of Likert scale.

The author conducted research at KKP Class I Tanjung Priok, to get answers from each item of the statement. In this case, the author takes a quantitative approach that aims to test the research model by distributing a questionnaire containing 51 statements using a Likert scale. The respondents of the study amounted to 170 employees at KKP Class I Tanjung Priok with a research period of November 2022 to December 2022. The stages of research are: pretest, determine the research model, conduct research, and confirm and analyze data.

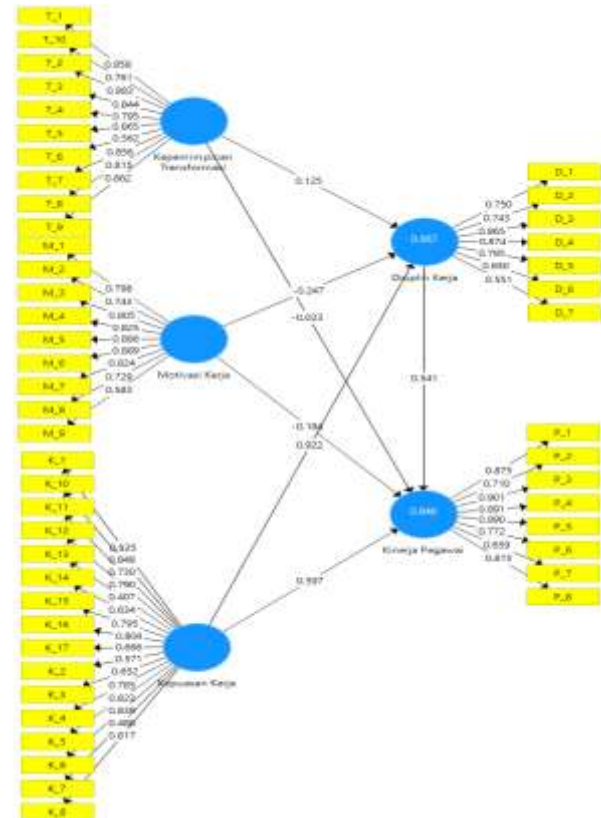
This study used the PLS Structural Equation Model (SEM) method, with data processing and analysis using SPSS 26 and SmartPLS 3.0. Researchers begin by conducting validity and reliability tests on factor analysis using SPSS.

The validity test was carried out by looking at the measurement values of Kaiser Meyer Olkin (KMO) and the Measure of Sampling Adequacy (MSA). KMO and MSA values above 0.5 indicate that factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurements. Cronbach's Alpha value close to 1 indicates the reliability test is getting better (Hair *et al*, 2014).

RESULTS AND DISCUSSION

The respondents to this study were employees at KKP Class I Tanjung Priok. Of the 170 respondents, 59.41% were men and 40.59% were women, 67.06% were ASNs and 32.94%

were Non-Civil Service Government Employees (PPNPN). The majority of respondents were aged 36 – 45 years (36.47%) with a working period of 5 – 10 years (31.18%) and S1 education (28.82%). The validity and Reliability Test of the test structure of the measurement model is carried out based on the recommendations of (Hair *et al*, 2017) Where the required loading factor value is ≥ 0.70 or ≥ 0.40 but < 0.70 . The data that has been inputted in Smart PLS will form a research model as shown below:



Gambar 1. The basic model of research with value factor loading

Based on figure 2, it is stated that the results of measuring the validity of constructs in this study can be declared valid, because the majority of indicators in each variable have a loading factor value above 0.70, and some indicators that have a loading factor ≥ 0.40 but < 0.70 , among others. T_6 (0,562), M_9 (0,583), K_2 (0,571), K_3 (0,652), K_7 (0,488), K_13 (0,407), K_14 (0,634), K_17 (0,666), D6_ (0,650), D_7 (0,551), dan P7 (0,659).

The results of the calculation of Composite Reliability (CR) and Average Variance Extracted (AVE) in this study were declared to meet all requirements (Hair *et al*, 2017). Cr and AVE

calculation results for the variables Transformation Leadership (CR=0.901 AVE=0.569), Work Motivation (CR=0.951 AVE=0.664), Job Satisfaction (CR=0.946 AVE=0.532), Work Discipline (CR=0.942 AVE=0.671) and Employee Performance variables (CR=0.937 AVE= 0.627).

The research continued by testing the relationship between variables as shown in the table below:

Table 1. Uji T-Value

Variables	Original Sample (O)	Sample Mean (M)	Standards Deviasi (STDEV)	T Statistics (O/STDEV)	P Values
KT -> KP	-0,023	-0,024	0,053	0,438	0,662
KT -> DK	0,125	0,123	0,117	1,075	0,283
MK-> DK	-0,247	-0,246	0,122	2,032	0,043
KK -> DK	0,922	0,919	0,097	9,536	0,000
KK -> KP	0,597	0,594	0,110	5,432	0,000
MK -> KP	-0,184	-0,182	0,070	2,625	0,009
DK -> KP	0,541	0,542	0,072	7,500	0,000
KT-> DK-> KP	0,068	0,068	0,064	1,054	0,292
KK-> DK-> KP	0,499	0,499	0,089	5,599	0,000
KK-> DK-> KP	-0,134	-0,139	0,066	2,036	0,043

Source: Data processing results with SmartPLS application version 3.2.9

In this study, it was found that Transformation Leadership does not affect Employee Performance in KKP Class I Tanjung Priok. The results of this study are reinforced by studies conducted by (Anah & Catur Widayati, 2020; Nurhuda et al., 2019; Putri, 2017) which explain that transformational leadership does not influence employee performance. This happens because Port Health Office class I Tanjung Priok employees at the beginning of each year will make employee performance targets and the work carried out is mostly work that has been routinely carried out every year so that employees already know the obligations and responsibilities that must be done without being reminded or supervised by the leadership. This is by the average employee's answer to the indicators on the employee performance variable which states that the task given can be completed correctly.

The next thing found in this study is that Transformation Leadership has no effect on Work Discipline in KKP Class I Tanjung Priok. This research is in line with the research (Julyansyah et al, 2022) which states that leadership does not affect labor discipline. The application of employee discipline rules in KKP Class I Tanjung Priok refers to government regulations on employee discipline. In this case, employees already know the rules regarding work discipline and the consequences of violations of work discipline. In its implementation, supervision of work discipline in KKP Class I Tanjung Priok, one of which is using fingerprint absences and providing rewards and punishment. This is supported by the answer to the statement employee on the indicator of work discipline variables that on average strongly agree.

This study also found that Work Motivation negatively affects Work Discipline in Port Health Office class I Tanjung Priok, this is in line with research (Kumarawati et al, 2017). (Andry, 2018) In his research, he explained that motivation has a negative influence on employee work discipline. Motivation is the driving force that comes from within the employee as an individual who realizes the importance of the benefits of his work. In his research, he explained that motivation has a negative influence on employee work discipline. Motivation is the

DISCUSSION

driving force that comes from within the employee as an individual who realizes the importance of the benefits of his work (Suwatno & Priansa, 2016). For example, employees work with dedication because they feel given the opportunity to actualize themselves to the fullest. KKP Class I Tanjung Priok has provided good motivation to employees, based on the results of research it was found that there are many working periods owned and the age of employees in KKP Class I Tanjung Priok who are fairly senior so that motivation in work has decreased and this must be a concern for agencies because it affects work discipline.

The next thing found in this study is that Job Satisfaction positively affects Work Discipline in KKP Class I Tanjung Priok so if the job satisfaction possessed by employees is getting better, it will be very influential on work discipline. This is to the research carried out (Hadian, 2019; Ilahi *et al*, 2017; Jufrizen & Sitorus, 2021). In this case, the agency is expected to provide job satisfaction in the form of providing performance benefits for providing work facilities and opportunities for self-development for employees so that employees can improve their discipline (Yu *et al*, 2020).

Job Satisfaction also has a positive impact on Employee Performance at KKP Class I Tanjung Priok, this is in line with the research conducted (Hadi *et al*, 2018; Jufrizen & Sitorus, 2021) with employee performance results are significantly affected by job satisfaction. Port Health Office class I Tanjung Priok can provide good job satisfaction for employees to improve employee performance because employees will try their best to improve their performance if they have received satisfaction. As explained (Zahara & Hidayat, 2017) which states that employee performance will be higher if the fulfillment of job satisfaction is also higher.

In this study, it was also found that Work Motivation has a negative influence on Employee Performance in Port Health Office class I Tanjung Priok This research is in line with research (Andry, 2018) In his study, he explained that motivation has a negative impact on employee performance. Every job done in the workplace requires motivation that exists in

employees to emerge enthusiasm or passion in carrying out work. Motivational motivation is divided into 2 parts, including the employee's own internal and the employee's external factors. When discussing work motivation, empowerment will be a very related issue. Because empowerment can motivate employees to work. The empowerment that is done to employees well can provide their best performance, as long as they are given the appropriate awards. Precisely empowerment can contribute to the optimization of agency performance (Suwatno & Priansa, 2016). The Tanjung Priok Class I Port Health Office has provided Good motivation to employees as evidenced by the fulfillment of employee needs at work, including the payment of salaries and benefits according to the class of position, the fulfillment of the need for good interaction between employees. However, there are limitations in the implementation of employee promotion, including the formation of positions that are full of position maps that have been determined in the decree of the minister of health, which will affect employee performance.

In this study, it was found that work discipline has a positive effect on employee performance at the Tanjung Priok Class I Port Health Unit. This is in line with the research (Arif *et al*, 2019); (Jufrizen & Sitorus, 2021); (Hadi *et al*, 2018); (Ratnasari *et al*, 2020) reveals that employee performance is significantly affected by work discipline. This means that employee performance will be higher if employee work discipline is high (Zahara & Hidayat, 2017). The Tanjung Priok Class I Port Health Office must pay attention to the work discipline of employees in the agency environment, including recapturing employee attendance data containing data on delays, permits, illnesses, and leave even without information. With good work discipline, employee performance will improve and agency goals are easier to carry out.

From the results of the analysis, it was found that work discipline could not mediate the transformation that leads to the performance of employees of the Tanjung Priok Class I Port Health Office. This is evidenced through the results of observations that employees take the initiative to do their job well without having to

be reminded by the leadership because each employee has their own performance goals that have been set at the beginning of the year.

Furthermore, this study found that work discipline can mediate job satisfaction and work motivation to the performance of employees of the Tanjung Priok Class I Port Health Office. This is evidenced by the results of observations where job satisfaction and work motivation have been given well by the Tanjung Priok Class I Port Health Office so that employee awareness of work discipline becomes better which will have an impact on increasing employee performance.

CONCLUSIONS AND SUGGESTIONS

The conclusion that can be drawn from this study is that the transformation leadership that has been carried out at the Tanjung Priok Class I Port Health Office does not affect employee performance or work discipline. Then the work motivation that has been given by the Tanjung Priok Class I Port Health Office has a negative and significant effect on work discipline and employee performance. In addition, the job satisfaction that has been provided by the Tanjung Priok Class I Port Health Office can significantly improve work discipline and employee performance, the last work discipline that has been given by the Tanjung Priok Class I Port Health Office can significantly improve employee performance.

Further research is recommended to expand the scope of research, for example by using samples from several Port Health Offices throughout Indonesia and increasing the number of samples studied. Further research is also recommended to develop other dimensions of indicators of Transformation Leadership, Work Motivation, Job Satisfaction, and Employee Performance, to conduct a more in-depth analysis to determine the level of discipline and employee performance. As well as in the next study, you can also use other variables that are used in this study such as work culture, work policies, and so on. This is expected to improve the discipline and performance of Port Health Office employees throughout Indonesia.

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