

The Influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Employee Performance

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ABSTRACT

This study aims to determine the influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Employee Performance in a study on the National Institute of Statistics Timor-Leste. This type of research used is quantitative research with the method of distributing questionnaires. The sample in this study were 80 respondents and data processing used the SPSS processing program. This research has met the requirements of validity and reliability. Data analysis used in this study is the classical assumption test, multiple linear regression, hypothesis testing and adjusted R square test. The variables used in this study are Transformational Leadership Style, Work Motivation, and Work Discipline. The results of this study concluded that the variables of Transformational Leadership Style, Work Motivation, and Work Discipline have both a simultaneous and partial effect on employee performance.

Keywords: transformational leadership style, work motivation, and work discipline

I. INTRODUCTION

Human resources are one of the factors that play an important role in an organization or organization within, achieving its targets. In this case, the human factor (man power) is all the people involved in the organization, whether they are leaders or subordinates. To carry out all this, an organization needs leadership and motivation that supports good performance from its employees. Performance reflects a person's feelings towards their work.

Every organization has goals that can maintain its sustainability, continue to develop and improve its competitive capabilities, so the organization must be able to utilize every available human resource. Human resources that are able to produce good performance are important because they will also produce good performance, thereby pushing the organization towards achieving its goals.

According to (Alhusaini, 2020) performance is a complete display of changes during a certain period, a result or achievement that is influenced by the organization's operational activities in utilizing its resources.

The results of the preliminary study provide information that previous research conducted by Sugianti & Mujiati (2022) shows that transformational leadership style has a positive correlation with employee work

motivation. A transformational leadership style can influence employee work motivation by inspiring subordinates. Sugianti & Mujiati (2022) stated that transformational leadership has a positive influence on work motivation.

According to (Farisi, et al, 2020) employee performance is influenced by various factors, including: disciplinary behavior, individual performance, perception, attitude, learning personality, work stress, resources, leadership, rewards, structure and job design. The research results of Parlindungan et al. (2021) and Pariesti & Christa (2022), state that transformational leadership has a positive and significant effect on employee performance.

According to Harahap, et al., (2019) Transformational leadership is the process of influencing, directing and coordinating all organizational or group activities to achieve organizational and group goals. Leadership can have a good effect on employee performance, if leadership traits are used to always motivate and improve employee performance.

Motivation is a method that leaders use for employees to improve employee performance to be even better. Work motivation also influences employee performance, work motivation can grow and can also improve performance by stimulating employee confidence in their ability to do all their work.

According to (Ikhsan, M., et al, (2019) states that "motivation is about how to encourage subordinates' passion for work, so that they are willing to work hard by providing all their abilities and skills to realize organizational goals and the willingness to try as optimally as possible in achieving the organization's goals." influenced by the ability of the business to achieve good individual results".

Work discipline is something that is very important for organizational growth, especially used to motivate employees to discipline themselves in carrying out work both individually and in groups (Maharani, et al., 2022). The results of research conducted by Kristianti et al. (2021) states that employees who have high work discipline will perform better.

The object of the author's research is the Instituto Nacional de Estatística Timor-Leste, which is tasked with Law Number 17 of 2003 concerning statistics, giving authority to the Instituto Nacional de Estatística to carry out statistical activities through censuses, surveys, compilation of administrative products, and other means, as well as making announcements. the results periodically or at any time and are open to the public, whether government agencies, private institutions, non-governmental organizations or individuals (Law Number 17 of 2003)

Thus, researchers see that transformational leadership, motivation and work discipline can be used as solutions to improve employee performance. For this reason, the author made this problem into research with the title "The Influence of Transformational Leadership, Work Motivation and Work Discipline on the Performance of Civil Servants at the Instituto Nacional de Estatística Timor-Leste".

II. THEORETICAL FOUNDATIONS AND DEVELOPMENT HYPOTHESIS

A. Performance

Yanuari (2019) states that performance is the result of a process that is referred to and measured over a certain period of time based on provisions or agreements that have been previously established.

Performance indicators according to Mangkunegara (2011) are:

1. Work quality
2. Working quantity
3. Responsibility
4. Cooperation
5. Initiative

B. Transformational Leadership Style

Nothouse (2013) transformational leadership is leadership that is social and cares about the common good. These socially transformational leaders overcome their own interests for the good of others.

The indicators of Transformational Leadership Style according to Kartono (2008), namely:

1. Charisma
2. Inspirational
3. Intellectual stimulation
4. Attention

C. Work motivation

According to Sutrisno (2010) motivation is the provision of driving force that creates enthusiasm for someone's work, so that they are willing to work together, work effectively, and are integrated with all efforts to achieve satisfaction. Kartini (2010), indicators of work motivation are as follows:

1. Physical needs
2. Need for security
3. Social needs
4. The need for appreciation
5. The need for encouragement to achieve goals

D. Work Discipline

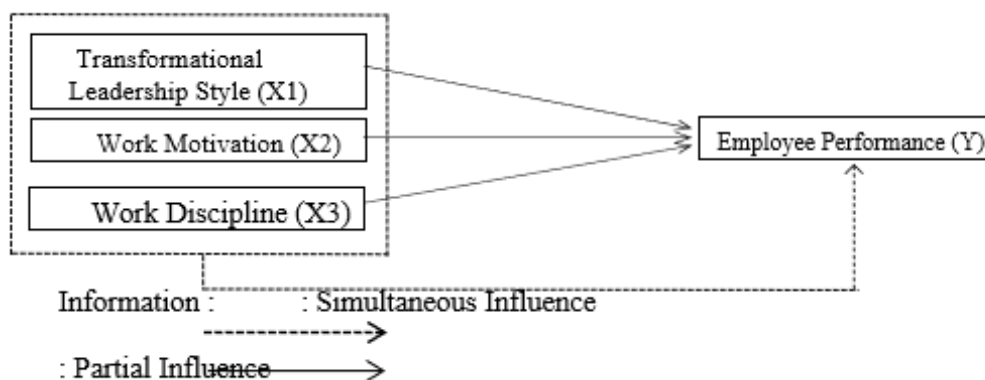
Afandi (2018) work discipline is a code of conduct or regulations made by the management of an organization, ratified by the board of commissioners or capital owners, agreed upon by the labor union and known by the labor service onwards.

Indicators according to Rivai (2005), are:

1. Presence
2. Compliance with work regulations
3. Compliance with work standards
4. High level of alertness
5. Work ethically

E. Conceptual Framework

The results of previous research can be concluded by constructing a conceptual framework in this research as follows:



F. Hypothesis

Yani (2021) states that a hypothesis is a statement whose truth is not yet known, but which can be tested in empirical reality

The following is a list of possible research hypotheses based on theory, background, and problem formulation:

H1: Transformational leadership style, work motivation, and work discipline influence employee performance

H2: Transformational leadership style influences employee performance. H3: Work motivation influences employee performance.

H4: Work discipline influences employee performance.

III. TYPE LOCATION AND TIME OF RESEARCH

A. Type of Research

In this research, primary data is used in research. Primary data is data provided directly by the data source to the data collector. Primary data sources in this research were obtained from questionnaires and direct interviews.

B. Research Sites

Location at Instituto Nacional Timor-Leste (INETL.IP) which is located at Jalan Caicoli, Postu Administrativo Nai Feto, Municipiu Dili.

C. Research Time

This research was conducted from May 2023.

D. Population and Sample

1) Population

In the research conducted, this population itself was employees of the Instituto Nacional Timor-Leste (INETL.IP).

2) Sample

The sample used in this research were all employees of the Instituto Nacional Timor-Leste (INETL.IP)

E. Test Research Instruments

1) Validity Test

Table 1. Validity Test Results

Variable	Items	(R count)	R table	Information
Transformational leadership	1	0.587	0.22	VALID
	2	0.662	0.22	VALID
	3	0.632	0.22	VALID
	4	0.691	0.22	VALID
	5	0.721	0.22	VALID
	6	0.678	0.22	VALID
	7	0.737	0.22	VALID
Work motivation	1	0.446	0.22	VALID
	2	0.546	0.22	VALID
	3	0.557	0.22	VALID
	4	0.628	0.22	VALID
	5	0.566	0.22	VALID
	6	0.788	0.22	VALID
	7	0.692	0.22	VALID
	8	0.471	0.22	VALID
	9	0.689	0.22	VALID

Variable	Items	(R count)	R table	Information
Work discipline	1	0.585	0.22	VALID
	2	0.797	0.22	VALID
	3	0.746	0.22	VALID
	4	0.724	0.22	VALID
	5	0.726	0.22	VALID
	6	0.563	0.22	VALID
	7	0.728	0.22	VALID
	8	0.586	0.22	VALID
	9	0.316	0.22	VALID
Employee Performance	1	0.696	0.22	VALID
	2	0.585	0.22	VALID
	3	0.722	0.22	VALID
	4	0.69	0.22	VALID
	5	0.796	0.22	VALID
	6	0.741	0.22	VALID
	7	0.774	0.22	VALID
	8	0.707	0.22	VALID
	9	0.57	0.22	VALID

Source: Primary data processed in 2023

Based on table 1, it can be seen that the calculated r for all statements is greater than the r in the table. So it can be said that all statements on the variables transformational leadership style, work motivation, and work discipline are declared valid.

F. Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Standards	Information
Transformational leadership	0.793	0.60	Reliable
Work Motivation	0.783	0.60	Reliable
Work Discipline	0.833	0.60	Reliable
Work performance	0.854	0.60	Reliable

Source: Primary data processed in 2023

Based on the table above, it is known that the Transformational Leadership Style variable has a Cronbach's alpha value of $0.793 > 0.6$, the Work Motivation variable has a Cronbach's alpha value of $0.783 > 0.6$, the Work Discipline variable has a Cronbach's alpha value of $0.833 > 0.6$, and the Performance variable work has a Cronbach's Alpha value of $0.854 > 0.6$, so that each variable is declared reliable.

G. Normality Test

Table 3. Normality Test Results

		Unstandardized Residuals
N		80
Normal Parameters, b	Mean	0.0000000
	Std. Deviation	3.00973494
Most Extreme Differences	Absolute	0.067
	Positive	0.063
	Negative	-0.067
Statistical Tests		0.067
Asymp. Sig. (2-tailed)		,200c,d

Source: Primary data processed in 2023

In the normality test, if the Sig (2-tailed) value is > 0.05 , the distributed data can be said to be normal. In this research, Sig. (2-tailed) has a value of $0.200 > 0.05$, so the data in this study can be said to be normally distributed and fulfilled.

H. Classic Assumption Test

1) *Multicollinearity Test*

Table 4. Multicollinearity Test Results

Variable	Collinearity Statistics		Decision
	Tolerance	VIF	
Transformational leadership	0.485	2,064	There are no symptoms of multicollinearity
Work motivation	0.501	1,998	There are no symptoms of multicollinearity
Work Discipline	0.665	1,504	There are no symptoms of multicollinearity

Source: Primary data processed in 2023

The results of the multicollinearity test state that the transformational leadership style variable has a VIF value of $2.064 < 10$, the work motivation variable has a VIF value of $1.998 < 10$, while the work discipline variable has a VIF value of $1.504 < 10$, so it can be interpreted that all independent variables are declared to have no multicollinearity.

2) *Heteroscedasticity Test*

Table 5. Heteroscedasticity Test Results

Variables	Sig.	A	Information
Transformational leadership	0.169	0.05	Heteroscedasticity Free
Work Motivation	0.119	0.05	Heteroscedasticity Free
Work Discipline	0.020	0.05	Heteroscedasticity Free

Source: Primary data processed in 2023

In the heteroscedasticity test, if the significance value is > 0.05 then the variable is declared to avoid symptoms of heteroscedasticity. In this research, the significance value of the transformational leadership style variable is $0.169 > 0.05$, the work motivation variable has a significance value of $0.119 > 0.05$, the work discipline variable has a significance value of $0.020 > 0.05$. So it is said that there are no symptoms of heteroscedasticity.

I. Multiple Linear Regression Analysis

Table 6. Results of Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,690	3,540		3,868	0,000
	Transformational leadership	-0,089	0,125	-0,088	-0,708	0,481
	Work Motivation	0,416	0,117	0,436	3,567	0,001
	Work Discipline	0,342	0,095	0,384	3,614	0,001

a. Dependent Variable: Employee performance

Source: Primary data processed in 2023

The multiple linear regression analysis shows that there is a significant negative influence on the transformational leadership style variable, and the work motivation and work discipline variables have a significant positive influence. So it can be interpreted that if the transformational leadership style increases, employee performance will decrease, whereas if work motivation and work discipline increase, employee performance will increase.

J. Hypothesis Testing

1) F test

Table 7. F Test Results

ANOVA^a

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920a	,846	,835	1.67651

a. Predictors: (Constant), transformational leadership style, work motivation, work discipline

Source: Primary data processed in 2023

Based on the data above, it shows that the Adjusted R Square (R²) or coefficient of determination shows that the Adjusted R Square value is 0.835 or 83.5%. Shows that the variables of leadership style, work environment and work safety influence employee performance variables by 83.5%. Meanwhile, the remaining 16.5% was influenced by other variables that were not in the research.

IV. CONCLUSION LIMITATIONS AND SUGGESTIONS

A. Conclusion

Transformational leadership style, work motivation and work discipline have a significant positive effect on the performance of employees at Instituto Nacional Estatistica Timor-Leste.

The transformational leadership style has a significant negative effect on the performance of employees at the Instituto Nacional Estatistica Timor-Leste.

Work motivation has a significant positive effect on the performance of employees at the Instituto Nacional Estatistica Timor-Leste.

Work discipline has a significant positive effect on the performance of the Instituto Nacional Estatistica Timor-Leste

B. Limitations

The limitation of this research was that it was only carried out on employees of the Instituto Nacional Estatistica Timor-Leste as many as 80 respondents.

C. Suggestion

For companies, it is hoped that this research can be used as a basis or evaluation material in the application of transformational leadership style, work motivation and work discipline as well as used as consideration in making decisions related to the variables that have been studied. For future researchers to add other variables to get better results.

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