

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK MOTIVATION, AND WORK DISCIPLINE ON THE PERFORMANCE OF EMPLOYEES OF RSUD MOJOKERTO DISTRICT

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Abstract

In this era of Industry 4.0, competition among companies is increasingly fierce, prompting them to strive for sustainability and growth to achieve success. Human resources become a benchmark for success in order to attain organizational goals. This study utilizes data analysis techniques through SPSS, employing path analysis, correlation tests, determination tests, simultaneous tests, and partial tests with a sample of 75 employees. The findings of this research indicate that Leadership style, motivation, and work discipline significantly influence employee performance. Specifically, work discipline has a positive and significant effect on employee performance. However, leadership style and motivation do not have a significant influence on employee performance but do affect employee performance positively. The research results highlight that work discipline has the most substantial impact on employee performance. A saturated sample of 50 respondents from the entire population was used in this research. The study employed a quantitative approach, utilizing multiple linear regressions, T-tests, F-tests, and classic assumption tests through SPSS Version 25. The questionnaire used in the research underwent validation and rehabilitation. Based on the research findings, it is evident that the influence of transformational leadership style significantly affects employee performance, along with work motivation and work discipline.

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

INTRODUCTION

In the 4.0 era, the competition among companies is becoming increasingly intense, prompting companies to strive to maintain and develop in order to achieve success. One of the key factors supporting the sustainability and development of an organization is human resources, which serve as a benchmark for success in achieving organizational goals. According to Khan et al. (2018), human resources act as planners, executors, and controllers in achieving organizational or business objectives. The human resources referred to here are employees, which highlights the importance of organizations giving special attention to their employees.

Harahap (2019) stated that leadership is one of the driving forces of an organization, influencing and mobilizing employees. Leadership plays a crucial role in companies, as they require good management to develop human resources, such as employee performance, to achieve their goals.

According to Fauzi (2021), good employee performance is supported by effective leadership, as leaders set an example for their subordinates. Hughes et al. (2018) asserted that transformational leadership styles have the ability to connect with employees, thereby serving as a driving tool for employees in achieving the vision and mission of a leader for the company.

From several research gaps and phenomena gaps, further testing is needed to verify whether transformational leadership style, motivation, and work discipline influence employee performance or possibly the opposite. Based on the aforementioned phenomena and explanations, the researcher decided to conduct a study titled “The Influence of Transformational Leadership Style, Work Motivation, and Work Discipline on Employee Performance at the Mojokerto Regency General Hospital (RSUD Kabupaten Mojokerto).”

LITERATURE REVIEW

Definition of Transformational Leadership

According to Rivai (2018), leadership style refers to the characteristics commonly used by a leader to influence their subordinates in achieving goals. Burns Balansa et al. (2019) stated that transformational leadership is a process in which an individual engages others, forming relationships that foster motivation and morality in both the leader and their followers.

Transformational leadership can also be defined as leadership where leaders use intellectual stimulation and charisma to influence and revitalize organizations.

Principles of Transformational Leadership

According to Shalahuddin (2018), transformational leadership includes four components:

1. Idealized Influence

A diligent, tenacious, and intelligent leader sets the vision and mission while exemplifying good morality, creating empathy among employees who then model their behavior.

2. Intellectual Stimulation

In the 4.0 era, leaders face new challenges and are expected to innovate using knowledge.

3. Individual Consideration

Transformational leaders must consider the needs of their subordinates, acting as mentors or coaches to understand their strengths and weaknesses.

4. Inspirational Motivation

Leaders possess above-average intelligence and guide subordinates to achieve higher levels by motivating them to remain consistent in pursuing objectives (Bakhtiar, 2019).

Attribution or Expectancy Theory

According to Heider (2018), attribution theory examines an individual's behavior by exploring how they interpret events based on reasons and causes, forming impressions or conclusions about what influences behavior.

Definition of Work Motivation

According to Indah Mariani & Sariyathi (2019), motivation and performance are interrelated and inseparable, as low work motivation leads to poor performance. Employees with high work motivation tend to exhibit higher performance levels. Motivation involves attitudes and values that influence individuals to achieve specific objectives aligned with their goals (Nalim et al., 2020).

Factors Affecting Work Motivation

Afandi (2018) identifies several factors influencing work motivation:

1. Hope for Livelihood
Includes basic needs such as clothing, food, and shelter, which drive individuals to work diligently.
2. Hope for a Better Future
Optimism for a better future instills confidence.
3. Desire for Recognition
The need for acknowledgment and appreciation for accomplishments motivates individuals to perform better.
4. Desire for Rewards
Aspiration to receive rewards for achievements is a tangible representation of an individual's full potential.

Definition of Work Discipline

According to Sinambela (2019), work discipline is a tool used by leaders to communicate with employees, encouraging them to align their behavior with established regulations. Sutrisno (2017) defines work discipline as adherence to organizational rules and procedures, reflecting compliance with written policies.

Types of Work Discipline

According to Sinambela (2018):

1. Preventive Discipline
Focuses on creating a conducive work environment, encouraging employees to maintain discipline proactively by adhering to established guidelines.
2. Corrective Discipline
Addresses misconduct through sanctions to correct employee behavior, ensuring compliance with organizational rules.

Factors Affecting Work Discipline

Sutrisno (2017) identifies factors that influence work discipline:

1. Adequacy of Compensation
Employees are more likely to comply with rules if their compensation reflects their efforts.
2. Leadership Role Models
Leadership sets an example through self-discipline, influencing employees to follow suit.
3. Clear Rules and Guidelines
Written policies provide a framework for maintaining discipline.
4. Leadership Courage
Firm actions against disciplinary violations encourage a culture of compliance.
5. Supervision
Regular monitoring ensures that employees work as per organizational standards.
6. Attention to Employees
Employees require acknowledgment beyond compensation and challenging tasks.

Work Discipline Indicators

Sinambela (2018) outlines the following indicators of work discipline:

1. Attendance Frequency
High attendance reflects high work discipline.
2. Employee Alertness
Employees who are cautious and meticulous demonstrate a high level of awareness.
3. Compliance with Work Standards
Adherence to job standards minimizes workplace accidents.
4. Adherence to Work Regulations
Compliance ensures smooth operations and comfort in the workplace.
5. Work Ethics
Ethical conduct fosters harmony and mutual respect among colleagues.

Definition of Employee Performance

According to Mangkunegara (2018), performance refers to the quantity and quality of work achieved by employees in fulfilling their assigned responsibilities. It reflects their contribution to the organization, where improving individual and group performance is central to organizational success.

Factors Influencing Performance

Mangkunegara (2018) identifies the following factors:

1. Ability
Includes potential (IQ) and practical knowledge. Employees with an IQ of 110-120 are better equipped to meet expectations. Job placement should align with individual capabilities.
2. Motivation
Motivation arises from attitudes towards work situations, directing efforts towards organizational goals.

Henry Simamora (in Mangkunegara, 2018) identifies three performance factors:

1. Individual Factors - Skills, environment, knowledge.
2. Psychological Factors - Personality, perception, motivation, attitude, learning.
3. Organizational Factors - Resources, job design, leadership, structure, rewards.

Employee Performance Indicators

According to Erri & Asymar (2021), the following dimensions evaluate individual performance: Quality - Precision, damage rates, and errors. Quantity - Work output. Timeliness - Lost work hours, tardiness, attendance, and effective work time and Teamwork - Collaboration and support within teams.

METHOD

This study explores the influence of transformational leadership, work motivation, and work discipline on employee performance at RSUD Mojokerto Regency. A total of 75 employees participated as respondents, with data collected using questionnaires as the primary method. Transformational leadership was assessed through its ability to inspire and positively impact employees, while work motivation was examined based on factors like survival needs, comfort, appreciation, and freedom of expression. Work discipline, encompassing timeliness, compliance with regulations, and accountability, was also evaluated as a critical determinant of employee performance.

Data analysis was carried out using SPSS software, applying descriptive statistical methods and classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing employed multiple linear regression analysis to assess the direct and combined effects of the variables on employee performance. The study focuses on performance indicators such as work quality, quantity, reliability, and attitude, aiming to provide insights into how leadership, motivation, and discipline can synergistically enhance productivity and effectiveness in the workplace.

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RESULT AND DISCUSSION

Data Quality Test Results

Validity Test Results

Variabel	Pernyataan	Pearson Correlation	Sig	Kesimpulan
Gaya Kepemimpinan	X1.1	0.767	0,000	Valid
	X1.2	0.766	0,000	Valid
	X1.3	0.848	0,000	Valid
	X1.4	0.758	0,000	Valid
Motivasi Kerja	X2.1	0.741	0,000	Valid
	X2.2	0.782	0,000	Valid
	X2.3	0.694	0,000	Valid
	X2.4	0.614	0,000	Valid
	X2.5	0.637	0,000	Valid
Disiplin Kerja	X3.1	0.717	0,000	Valid
	X3.2	0.749	0,000	Valid
	X3.3	0.771	0,000	Valid
	X3.4	0.771	0,000	Valid
Kinerja Pegawai	Y.1	0.706	0,000	Valid
	Y.2	0.579	0,000	Valid
	Y.3	0.759	0,000	Valid
	Y.4	0.687	0,000	Valid

2. Reliability Test Results

Variabel	Crobach's Alpha	Keterangan
Gaya Kepemimpinan	0,791	Reliabel
Motivasi Kerja	0,728	Reliabel
Disiplin Kerja	0,744	Reliabel
Kinerja Pegawai	0,623	Reliabel

Classical Assumption Test Results

Multicollinearity Test Results

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Gaya Kepemimpinan	.536	1.866
	Motivasi Kerja	.718	1.394
	Disiplin Kerja	.628	1.591

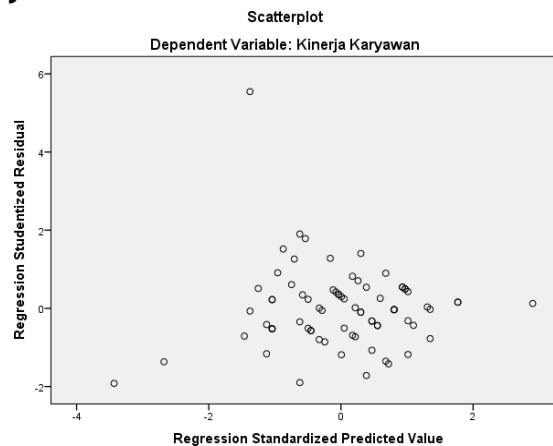
a. Dependent Variable: Kinerja Karyawan

Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		75
Normal Parameters	Mean	14.5866667
	Std. Deviation	1.81125415
	Absolute	.062
Most Extreme Differences	Positive	.062
	Negative	-.050
Kolmogorov-Smirnov Z		.534
Asymp. Sig. (2-tailed)		.938

3. Heteroscedasticity Test Results



4. Autocorrelation Test Results

Model Summary^b

Model	Std. Error of the Estimate	Durbin-Watson
1	1.361	1.740

b. Dependent Variable: Kinerja Karyawan

Multiple Linear Regression Analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1.983	1.220	
	Gaya Kepemimpinan	.380	.080	.458
	Motivasi Kerja	.228	.064	.297
	Disiplin Kerja	.228	.097	.210

a. Dependent Variable: Kinerja Karyawan

Based on the multiple linear regression calculation, the regression equation is as follows:

$$Y = 1.983 + 0.380X_1 + 0.228X_2 + 0.328X_3$$

From the equation above, the interpretation is as follows:

1. Constant (1.983): This value indicates the employee performance variable (Y) when not influenced by transformational leadership style, work motivation, and work discipline. In other words, it represents the value of employee performance influenced by other variables not included in this study.
2. Transformational Leadership Coefficient (0.380): An increase in leadership style by one unit will increase employee performance by 0.380 units, assuming all other factors remain constant.
3. Work Motivation Coefficient (0.228): An increase in work motivation by one unit will increase employee performance by 0.228 units, assuming all other factors remain constant.

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4. Work Discipline Coefficient (0.328): An increase in work discipline by one unit will increase employee performance by 0.328 units, assuming all other factors remain constant.

Partial Test (t-Test)

Coefficients^a

Model		t	Sig.
1	(Constant)	1.626	.108
	Gaya Kepemimpinan	4.769	.000
	Motivasi Kerja	3.574	.001
	Disiplin Kerja	2.365	.021

a. Dependent Variable: Kinerja Karyawan

Using a significance level of 0.05, the interpretation is as follows:

1. H₁ (Transformational Leadership): The significance value is $0.000 < 0.05$; hence, H_a is accepted, and H₀ is rejected. This means transformational leadership significantly influences employee performance.
2. H₂ (Work Motivation): The significance value is $0.001 < 0.05$; hence, H_a is accepted, and H₀ is rejected. This means work motivation significantly influences employee performance.
3. H₃ (Work Discipline): The significance value is $0.021 < 0.05$; hence, H_a is accepted, and H₀ is rejected. This means work discipline significantly influences employee performance.

Simultaneous Test (F-Test)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	242.767	3	80.922	43.719	.000 ^b
	Residual	131.419	71	1.851		
	Total	374.187	74			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja, Gaya Kepemimpinan

The regression analysis results show an F-value of 43.719 with a significance level of $0.000 < 0.05$. This indicates that the independent variables collectively have a significant influence on the dependent variable, namely employee performance.

Coefficient of Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805 ^a	.649	.634	1.361

a. Predictors: (Constant), Disiplin Kerja, Motivasi Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Karyawan

The test results show an Adjusted R Square value of 0.634, which means that transformational leadership, work motivation, and work discipline collectively explain 63.4% of the variance in employee performance, while the remaining 36.6% is explained by other variables not included in this study.

Contents of Discussion Results

1. The Influence of Transformational Leadership Style on Employee Performance

The results of the analysis using multiple regression methods show a t-value of 4.769, which is greater than the t-table value of 1.999. This indicates that the transformational leadership variable significantly affects employee performance. Additionally, the t-significance value is 0.000, which is smaller than the alpha level of 0.05 ($0.000 < 0.05$). Thus, it can be concluded that transformational leadership has a significant impact on employee performance. These findings are consistent with previous research by Milenia FN, Sri Zulaihati, M.Si, and Ati Sumiati (2021), which explored the influence of transformational leadership, work motivation, and work discipline on teacher performance in Central Jakarta vocational schools. That study also found that transformational leadership, work motivation, and work discipline collectively had a positive effect on teacher performance. According to Robbins (2007:471), transformational leaders focus on the development needs of their followers, helping them perceive issues in new ways and inspiring them to work diligently and remain loyal to the organization, ultimately enhancing performance.

2. The Influence of Work Motivation on Employee Performance

Hypothesis testing for the second variable reveals a positive and significant effect of work motivation on employee performance. This finding indicates that higher levels of motivation lead to improved employee performance, both in fulfilling their duties at work and outside the workplace. These results align with the study conducted by Tokhibin and Wuradji (2020), which examined the influence of transformational leadership, competency, motivation, and discipline on the performance of vocational school teachers. That research concluded that work motivation positively impacts teacher performance. Kinman (2001) stated that extrinsic factors, such as financial rewards or feedback, influence a person's motivation by providing clear goals that enhance their performance.

3. The Influence of Work Discipline on Employee Performance

Hypothesis testing for the third variable indicates that work discipline (X_3) significantly impacts employee performance (Y), with a t-value of 2.365 and a significance level of 0.021. The t-value is greater than the t-table value (2.365

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> 1.999), and the significance level is smaller than $\alpha = 0.05$. The findings suggest that work discipline positively affects employee performance. This conclusion aligns with Susilaningsih's (2018) theory, which emphasizes that work discipline is a key function of human resource management and a critical factor in achieving organizational goals. Without discipline, it becomes challenging to achieve maximum objectives.

4. The Combined Influence of Transformational Leadership, Work Motivation, and Work Discipline on Employee Performance

The F-test was conducted to examine the simultaneous influence of all independent variables (transformational leadership, work motivation, and work discipline) on employee performance. The findings demonstrate a significant combined effect, as indicated by an F-value of 43.719 with a significance level of 0.000 (less than 0.05). Thus, H_a is accepted, and H_0 is rejected, confirming a significant simultaneous influence of these variables on employee performance.

Additionally, the coefficient of determination (R^2) indicates that the independent variables in this study explain 63.4% of the variation in employee performance, while the remaining 36.6% is accounted for by other variables not included in this study.

CONCLUSION

The transformational leadership variable (X_1) has a positive and significant effect on employee performance (Y), with a regression coefficient of 0.380, a t-value of 4.769, and a significance level of 0.000. The work motivation variable (X_2) has a positive and significant effect on employee performance (Y), with a regression coefficient of 0.228, a t-value of 3.574, and a significance level of 0.001. The work discipline variable (X_3) has a positive and significant effect on employee performance (Y), with a regression coefficient of 0.328, a t-value of 2.365, and a significance level of 0.021. The variables of transformational leadership, work motivation, and work discipline collectively have a significant effect on employee performance, with an F-value of 43.719 and a significance level of 0.000. The coefficient of determination (R^2) is 0.634, indicating that 63.4% of the dependent variable (employee performance) can be explained by the independent variables, while the remaining 36.6% is explained by other variables not included in this study.

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