

The Influence of Transformational Leadership Style and Work Discipline on Employee Performance With Work Motivation as a Mediation Variable

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ABSTRACT

The aim of this research is to comprehensively describe and explain the influence of transformational leadership style and work discipline on employee performance through the mediation of work motivation. This research was conducted at Harum Manis Roti dan Kue with a sample size of 120 employees. This research method uses a quantitative research survey method, while analyzing the data uses path analysis.

Data collection was carried out through filling out questionnaires. Based on the calculation results, a path analysis was obtained: 1) transformational and disciplined leadership styles influence employee performance 2) work motivation also influences performance, 3) transformational leadership style has a positive influence on employee performance, 4) work discipline has a negative influence on employee performance, 5) leadership style positive effect on work motivation, 6) work discipline has a positive effect on work motivation, 7) work motivation has a negative effect on employee work performance, 8) work motivation is able to mediate the positive effect of transformational leadership style on employee performance, 9) work motivation is able to mediate work discipline has a positive effect on employee performance, transformational and disciplined leadership styles influence employee performance with an R² value of 0.364 (weak) or 36.4% while 54.6% is influenced by other variables.

INTRODUCTION

The increasing demand for food products by the community has led to a proliferation of processed foods in the market, one of which is bread. In developing the bread business, every producer must pay attention to several important points such as raw materials, labor, and technology used. Wheat flour, which is one of the main ingredients in bread making, is highly sought after and needed, prompting wheat flour producers to increase their production. The Indonesian Wheat Flour Producers Association (Aptindo) recorded that wheat flour consumption increased by 1.8% annually in the January-September 2023 period. This growth was lower compared to other flour-based food ingredients. Aptindo's Executive Director, Ratna Sari Loppies, explained that wheat flour consumption in the first nine months of 2023 reached 5.01 million tons. This figure is equivalent to 6.43 million tons of wheat (Andi M. Arief, 2023).

Trends in bread products indirectly affect the economic movement of the food industry. The increasing demand for bakery products by the community has led to a rise in the national bread production. According to data from the Central Statistics Agency (BPS, 2023), bread production in Indonesia has seen a significant increase each year. This increase is driven by various innovations in bread products as well as the growing consumer preference for practical and nutritious foods. In addition, market expansion and wider distribution also contribute to the increase in production. The data on the number of bread production can be seen in Table 1.1.

Table 1.1: Bread Production in Indonesia from 2015 to 2023

Tahun	Jumlah Produksi (Ton)	Nilai Produksi (Ribuan Rupiah)
2015	22.749	124.638.695
2016	24.547	125.487.235
2017	25.102	126.285.362
2018	26.263	128.554.348
2019	27.908	130.146.824
2020	29.656	131.759.026
2021	31.514	133.391.199
2022	33.488	135.043.592
2023	35.586	136.716.453

Based on Table 1.1, it is known that the production of bread in Indonesia has been increasing every year. This indicates that the bread industry in Indonesia is experiencing rapid growth and that consumer demand for bread products continues to rise. This increase in production reflects the growing

consumption of bread among the community as one of the increasingly favored food products. This growth can also indicate an increase in the number of players in the bread industry, ranging from small-scale businesses like home enterprises to large-scale operations like modern bread factories.

Based on an initial survey conducted, the researcher found some indications that there is no influence of work tenure, measured by specific indicators, on the performance of employees at Harum Manis Roti Dan Kue. The discovery of this issue, which results in suboptimal performance, becomes a problem that needs to be researched and resolved so that employee performance can be optimized according to the company's goals.

This research focuses on the employees of Harum Manis Roti Dan Kue, a business engaged in bread production. Below is the data summary of production and the number of employees from December to April 2024.

Table 1.2: Summary of Production Data and Number of Employees at Harum Manis Roti Dan Kue

Bulan	Output/Pcs	Jumlah Karyawan
Desember	20.221	150
Januari	16.568	150
Februari	18.882	150
Maret	22.220	150
April	19.527	150

Source: Harum Manis Roti Dan Kue, 2024

From the table above, it is evident that employee performance over the past five months has fluctuated. Despite maintaining a constant number of employees over the last five months, the production of bread per month did not continuously increase. The number of breads produced in April decreased by 22% compared to the production in March, even though the number of workers in April did not decrease. This fluctuation in the performance of Harum Manis Roti Dan Kue employees in bread production has prompted researchers to investigate the factors influencing these performance fluctuations.

Below is the data obtained by the researcher through a questionnaire on the independent variable of transformational leadership style. The pre-survey was conducted by distributing questionnaires to 20 out of 55 employees at Harum Manis Roti Dan Kue. The results are as follows:

Variable	Dimension	Frequency	Total Score	Average
		SS (5)	S (4)	N (3)
Transformational Leadership	Idealized Influence	5	4	6
	Inspirational Motivation	5	3	7
	Intellectual Stimulation	4	6	5
	Individualized Consideration	0	4	10
Average Transformational Leadership Score				2.54

Table 1.3: Pre-Survey Questionnaire Results for Transformational Leadership Variable among Employees at Harum Manis Roti Dan Kue

Source : Hasil olah data kuesioner Pra-Survey oleh Peneliti (2024)

Based on Table 1.3, it can be seen from the results of the pre-survey questionnaire that the transformational leadership variable has an average score of 2.54. There are four dimensions in the transformational leadership variable, the dimension that has the lowest average value is the individual consideration dimension with a value of 2.8. Effective leadership is certainly needed to encourage increased employee performance, but it needs to be supported by good work discipline.

The second factor that influences employee performance is employee work discipline which can also influence the career development of both the organization and its employees. The implementation of employee work discipline must be considered, because when employees have high work discipline, it will have a positive impact on the company. If employees have an increased level of work discipline, organizational performance will increase, likewise, if employee work discipline decreases, organizational performance will also decrease. According to (Sinaga et al., 2020) states that discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Discipline can be influenced by everything related to employee compliance with the regulations that apply in a company due to indiscipline which should be taken into account by superiors.

The results of a pre-survey conducted on 10 employees regarding employee discipline also showed that there were problems as shown in the following table:

Table 1.4 Pre-Survey Results Regarding Work Discipline

No	Question	Answer			
		Agree		Disagree	
		Total	%	Total	%
1	I have no history of absenteeism	4	40%	6	60%
2	high absenteeism	3	30%	7	70%
3	I can comply with all company rules and regulations well	5	50%	5	50%

Source: Olah Data, 2024

The pre-survey results from the table above can be seen that 4 respondents (40%) stated that they did not have a history of high levels of absenteeism. Then only 3 respondents (30%) said that they could comply with all company rules and regulations well. Finally, only 5 respondents (50%) said that they carried out their work tasks in accordance with the work procedures set by the company. This shows that there is a problem with employee work discipline.

The third factor that influences employee performance is a variable that can influence namely motivation. Motivation is very influential on an employee's performance, because motivation is the power that is able to move an employee to complete the tasks given by their superiors. According to (Muhammad, 2018) motivation is a drive from within an individual to carry out certain activities to achieve goals. Motivation is the encouragement, effort and desire within humans that activates, empowers and directs behavior to carry out tasks well within the scope of work. The work aims to achieve company goals. An organization is said to be simple and will become a complex problem, if each individual is given motivation according to his wishes. Problems in motivation can become complex when choosing compensation, where things that are thought to be valuable for one individual are not necessarily valuable for other individuals (Ali & Agustian, 2018).

Table 1.5: Motivation Pre-Survey Results

No	Work motivation	Result		Number of Samples
		Agree	Disagree	
1	I consistently carry out my duties in accordance with agreed decisions	18	2	20
2	I collaborate well with my colleagues	17	3	20

3	I am very enthusiastic about having high achievements	9	11	20
4	I am driven to do a better job than people	19	1	20
5	I have good and supportive relationships with my colleagues	17	3	20

Source : Data Diolah Penulis, 2024

Based on the pre-survey data in the table above regarding motivation, there are employees who feel they are not motivated to have high achievements. It can be seen from several motivation indicators that there are other motivation indicators that can influence the decline in employee performance

LITERATURE REVIEW

The previous research used was as a basis for preparing the research. The aim is to find out the results that have been carried out by previous researchers, as well as as a comparison and illustration that can support subsequent similar research activities. The following is a comparative table of previous research that supports the author's research.

Table 2.1 Previous Research

Researcher Name	Research Title	Hasil Penelitian	X1	X2	Z	Y
Irwadana Juliandri Nadeak, Muis Fauzi Rambe, Sjahril Effendy Pasaribu (2022) Journal Economy And Currency Study (JECS) Volume	Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai dengan Motivasi dan Disiplin Kerja sebagai Variabel Mediating pada Dinas Sosial Kabupaten	The results obtained by the SEM-PLS factual test show that first, there is a positive and critical influence between leadership style on employee performance. Second, there is a positive and critical influence between leadership style on employee motivation. Third, there is a positive and critical influence between leadership style on employee work discipline. Fourth, motivation does not have a big influence on employee performance. Fifth, disciplined work does not have a big influence on employee performance.	√		√	√

4, Issue 2, July 2022	Labuhanba tu Utara	Sixth, motivation does not intervene in the influence of leadership style on employee performance. Seventh, work discipline does not mediate the influence of leadership style on employee performance				
<p>Johanis D. Kale, John E.H.J. FoEh, Simon Sia Niha (2023) e-ISSN: 2686- 5238, p- ISSN 2686-4916 DOI: https://doi.org/10.31933/jemsi.v4i3 Received: 6 Januari 2023, Revised: 21 Januari 2023, Publish: 27 Januari 2023 https://creativecommons.org/licenses/by/4.0/</p>	<p>Pengaruh Gaya Kepemimp inan, Disiplin dan Lingkunga n Kerja terhadap Kinerja Karyawan Dengan Motivasi kerjaSebag ai Mediasi (Suatu Kajian Studi Literatur Manajeme n Sumber Daya Manusia)“</p>	<p>The results of this research are as follows: 1) Leadership style influences performance; 2) Work discipline influences performance; 3) The work environment influences performance; 4) Leadership style, discipline and work environment impact performance; 5) Leadership style has an impact on work motivation; 6) Discipline impacts work motivation; 7) The environment influences work motivation; 8) Leadership style, discipline and work environment influence work motivation; 9) Work motivation mediates the relationship between leadership style, discipline and work environment.</p>				

Sugito Efendi dan Eko Hadi Hardiyanto (2021) FOCUS Journal of Social Studies Vol. 2 No. 1 FEBRUARI 2021	Analisis Pengaruh Gaya Kepemimpinan, Disiplin Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan melalui Motivasi sebagai Variabel Intervening (Studi pada PT Shopee International Indonesia) ".	The research results prove that the variables of leadership style, work discipline and work environment directly have a positive effect on employee work motivation. Directly, leadership style, work discipline and work environment have a positive effect on employee performance. Indirectly, leadership style has no effect on employee performance through work motivation. Indirectly, work discipline on employee performance through work motivation does not have a positive effect on employee performance. Indirectly, the work environment on employee performance through work motivation does not have a positive effect on employee performance	√	√	√	√
√	√					

METHOD

This study uses a quantitative approach. According to (Sugiyono, 2018) quantitative data is a research method based on positivistic (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being studied to produce a conclusion. This type of research was chosen because the researcher intends to reveal how much influence the independent variables (Leadership Style and Work Discipline) have on the dependent variable (Employee Performance) with work motivation as an intervening variable. This aims to explore the relationship between the variables studied. This research uses a quantitative approach, utilizing numerical data to analyze the relationship between variables.

This research took place at the Harum Manis Roti and Cake Head Office located at Jl. Pondok Aren Raya No.59, Pondok Aren Kec. Pondok Aren, South Tangerang City, Banten

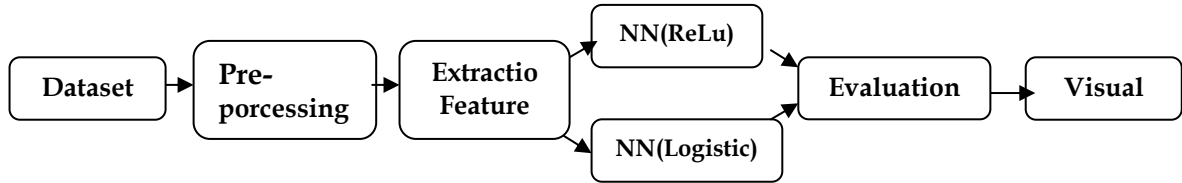


Figure 1. Conceptual Framework

RESEARCH RESULT

Data Description

This research was conducted at Harum Manis Roti and Cake. The subjects studied were employees with staff status. Meanwhile, the object of this research was related to Transformational Leadership Style, Work Discipline, Employee Performance and Work Motivation. This chapter will provide a description of the data required after the research questionnaire is distributed and collected again as an initial data source. Among the descriptive analyzes of the results of this data are the characteristics of respondents based on gender, age, education and length of service. In this study, data were collected using a questionnaire, which was given to 120 respondents which described the characteristics of the respondents, as shown in the table below. Respondents who have completed the questionnaire will then be identified based on age, gender, education and length of work. This identification was carried out to determine the general characteristics of the research respondents. To find out more about the distribution of respondents based on gender, you can see the results of the frequency of respondent data as follows:

Table 4.1: Gender Distribution of Respondents

No	Gender	Frequency	Percentage
1	Laki- Laki	88	73%
2	Perempuan	32	27%
Total		120	100%

Source: Hasil Olahan Penulis, 2024

Based on table 4.1, it can be seen that the characteristics of respondents based on employee gender are 120 employees at Harum Manis Roti and Cake including 88 men (73%) and 32 female employees (27%).

Frequency Distribution Based on Respondents' Educational Level

Based on primary data collection through distributing questionnaires, the characteristics of respondents were obtained based on the education level of Harum Manis Roti and Cake employees, as listed in the table below

Table 4.2 Distribution of Education Levels

No	Gender	Frequency	Percentage
1	SMA	106	89%
2	D3	4	3%
3	Strata Satu (S1)	10	8%
Jumlah		120	100%

Source: Hasil Olahan Penulis, 2024

Based on the table above, the educational level of employees at Harum Manis Roti and Cake has a high school education level of 106 people (89%), a D3 education level of 4 people (3%), a Bachelor's degree (S1) education level of 10 people (8%)

RESULTS

Descriptive Statistics

Descriptive statistics

The data profile describes the data characteristics of respondents' answers to statements regarding transformational leadership style, work discipline, work motivation and performance. The data profile in this study presents frequency, minimum value, maximum value, average value and standard deviation. Below is an explanation of the descriptive analysis as follows:

Table 4.5 Research Descriptive

	Descriptive Statistics				
	N	Minim um	Maxim um	Mean	Std. Deviation
Gaya Kepemimpinan Transformasional (X1)	120	8	40	30,68	6,487
Disiplin Kerja (X2)	120	24	50	40,46	6,600
Motivasi Kerja (Z)	120	18	45	36,09	6,905
Kinerja Karyawan (Y)	120	18	50	37,75	8,435
Valid N (listwise)	120				

Source: data diolah peneliti, 2024.

Table 4.6 shows the results of descriptive measurements regarding the data profile of all statements on the independent, dependent and intervening variables obtained from 120 samples. The following explanation for descriptive measurements in Table 4.6 is as follows:

Table 4.6 Answer Results for Other Variable Indicators Transformational Leadership Style (X1)

Statem ent	Frequency										Jum lah	Averag e	Index Value
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	F	N			
Leader ship Style 1	3 1	15 5	5 1	20 4	25 7	5 5	4 8	9 9	9 9	9 9	45 1	3,75	Good
Leader ship Style 2	3 3	16 5	5 2	20 8	2 4	7 2	6 1	2 2	5 5	5 5	46 2	0,770	Good
Leader ship Style 3	3 3	16 5	5 1	20 4	2 5	7 5	4 8	8 7	7 7	7 7	45 9	0,765	Good

Leadership Style 4.	31	155	49	196	23	69	11	22	6	7	449	0,748	Good
Leadership Style 5	35	175	54	216	25	75	4	8	2	2	476	0,793	Good
Leadership Style 6	34	170	52	208	22	66	9	18	3	3	465	0,775	Good
Leadership Style 7	34	170	49	196	23	69	9	18	5	5	458	0,763	Good
Leadership Style 8	35	175	49	196	23	69	10	20	3	3	463	0,772	Good
Average value												0,767	Good

Source: Data Primer yang diolah, 2024

Table 4.7 shows that the smallest is 0.752 and the largest is 0.835, while the overall average of respondents' answers to the transformational leadership style variable (X1) is 0.767, which shows that the majority of respondents think that the transformational leadership style (X1) is different for employees at Harum Manis Roti and Cake is in the good category.

1. Descriptive Statistics of Work Discipline Variables (X2)

In order to reveal respondents' responses regarding the Work Discipline variable (X2) of employees at Harum Manis Roti and Cake in this study, 10 statements taken from the indicators were used, namely:

Table 4.7 Results of Answers to Work Discipline Variable Indicators (X2)

State ment	Frequency										Juml ah	Rata- rata	Nila i Inde ks
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	F	N			
Work Disci pline 1	3 8	19 0	5 8	23 2	0	6 0	1	2	3	3	487	0,81 2	Goo d
Work Disci pline 2	3 8	19 0	5 9	23 6	20	60	2	4	1	3	493	0,82 2	Ver y goo d
Work Disci pline 3	3 7	18 5	5 8	23 2	19	5 7	2	4	4	3	481	0,80 2	Ver y goo d
Work Disci pline 4	3 8	19 0	6 1	24 4	20	6 0	1	2	0	3	499	0,83 2	Ver y Goo d
Work Disci pline 5	3 7	18 5	6 1	24 4	19	5 7	2	4	1	3	493	0,82 2	Ver y Goo d
Work Disci pline 6	3 9	19 5	5 8	23 2	20	6 0	1	2	2	3	492	0,82 0	Ver y Goo d

Work Discipline 7	36	180	53	212	24	72	6	12	1	1	3	479	0,798	Enough
Work Discipline 8	37	185	53	212	24	72	6	12	0	3	484	0,807	Very Good	
Work Discipline 9	37	185	52	208	24	72	6	12	1	3	480	0,800	Good	
Work Discipline 10	37	185	53	212	24	72	6	12	0	3	484	0,807	Very Good	
Average value												0.788	Good	

Source: Data Primer yang diolah, 2024

Table 4.8 shows that the smallest is 0.798 and the largest is 0.822, while the overall average of respondents' answers to the work discipline variable (X2) is 0.798, which shows that the majority of respondents consider that work discipline (X2) for employees at Harum Manis Roti and Cake is in the category Good.

2. Statistik Deskriptif Variabel Motivasi kerja(Z)

In order to reveal respondents' responses regarding the work motivation variable (Z) of employees at Harum Manis Roti and Cake in this study, 10 statements taken from indicators were used, namely:

Table 4.8 Results of Answers to Work Motivation Variable Indicators (Z)

Statement	Frequency					Amount	Average	Index Value
	SS	S	KS	TS	STS			

	F	N	F	N	F	N	F	N	F	N			
Work Motivation 1	37	185	55	0	20	60	2	12	6	3	484	0,807	Good
Motivasi Kerja 2	38	190	54	216	21	61	1	13	6	4	485	0,808	Sangat Baik
Work Motivation 3	38	190	53	212	22	62	2	14	5	5	486	0,810	Very good
Work Motivation 4	40	200	54	216	23	63	1	15	2	6	487	0,812	Very good
Work Motivation 5	38	190	52	208	22	64	3	16	5	7	488	0,813	Very good
Work Motivation 6	40	200	53	212	23	65	1	17	3	8	489	0,815	Very good
Work Motivation 7	38	190	56	224	20	66	2	18	4	9	490	0,817	Very good
Work Motivation 8	36	180	56	224	23	67	3	19	2	10	491	0,818	Very good
Work Motivation 9	36	180	55	220	23	68	2	20	4	11	492	0,820	Very good

Work Motivation 10	39	195	56	224	21	69	1	21	3	12	493	0,822	Very good
Average value												0814	Very good

Source: Data Primer yang diolah, 2024

Table 4.9 shows that the smallest is 0.808 and the largest is 0.822, while the overall average of respondents' answers to the work motivation variable (Z) is 0.814, which shows that the majority of respondents consider that work motivation (Z) for employees at Harum Manis Roti and Cake is in the category Very good.

3. Descriptive Statistics of Employee Performance Variables (Y)

In order to reveal respondents' responses regarding the Employee Performance (Y) variable for employees at Harum Manis Roti and Cake in this study, 10 statements taken from indicators were used, namely:

Table 4.9 Answer Results for Employee Performance Variable Indicators (Y)

Statement	Frequency										Jumlah	Average	Index Value
	SS		S		KS		TS		STS				
	F	N	F	N	F	N	F	N	N	F			
Employee Performance 1	33	165	46	184	29	87	9	18	3	3	457	0,762	Good
Employee Performance 2	32	160	47	188	30	90	7	14	4	4	456	0,760	

Employee Performance 3	33	165	46	184	30	90	74	14	44	457	0,762	Good
Employee Performance 4	27	135	46	184	33	99	11	22	33	443	0,738	Good
Employee Performance 5	27	135	44	176	33	99	12	24	44	438	0,730	Good
Employee Performance 6	27	135	42	168	33	99	10	20	33	425	0,708	Good
Employee Performance 7	30	150	46	184	32	96	11	22	11	453	0,755	Good
Employee Performance 8	35	175	44	164	29	87	88	16	11	295	0,492	Enough
Employee Performance 9	28	140	48	192	32	96	10	20	22	450	0,750	Good

Employee Performance 10	33	165	48	192	30	90	8	16	1	1	1	464	0,773	Good
Average Value													0,752	GOOD

Source: Data Primer yang diolah, 2024

Table 4.10 shows that the smallest is 0.746 and the largest is 0.863, while the overall average of respondents' answers to the employee performance variable (Y) is 0.752, which shows that the majority of respondents consider that employee performance (Y) for employees at Harum Manis Roti and Cake is in the category Good.

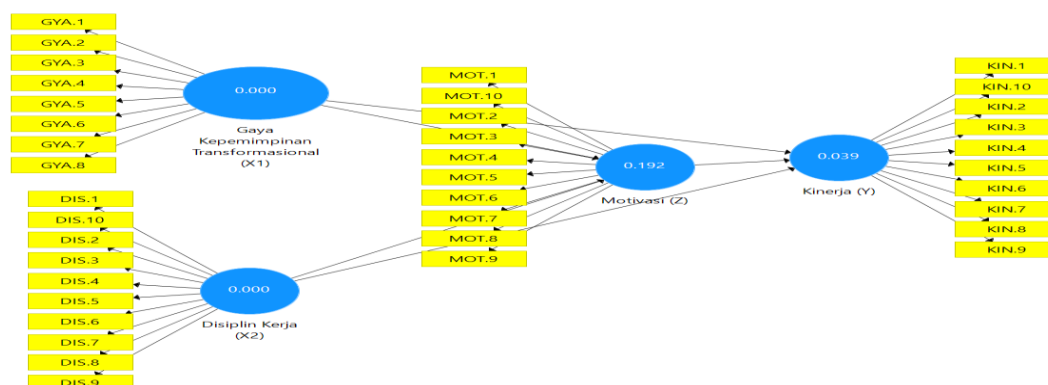
RESEARCH TEST RESULTS

Research results are interpreted as the presentation of information provided by researchers in processing and analyzing a research topic systematically and objectively to test a hypothesis. To test the hypothesis in this research, researchers used the Partial Least Square-Structural Equation Model (PLS-SEM). According to Chin in (Ghozali & Latan, 2015), PLS-SEM is interpreted as a multivariate data analysis which is often used for research and can test theoretically supported linear and additive relationships. PLS-SEM was chosen by researchers because it does not require many assumptions and can test a small number of negative samples (Ghozali, 2021). The tool used in this research to estimate the model is SmartPLS 3.0. The following are the stages in processing and testing data using SmartPLS 3.0, as follows:

Evaluation of measurement model (*Outer Model*)

Figure 4.1

Path Diagram



Source: Olah Data Peneliti, 2024

In hypothesis testing, if an alpha level of 5% is used, the critical value

	Disiplin Kerja (X2)	Gaya Kepemimpinan Transformatif (X1)	Kinerja (Y)	Mediasi Disiplin Kerja (X2Z)	Mediasi Gaya Kepemimpinan Transformatif (X1Z)	Motivasi (Z)
Work Discipline (X2)	0,795					
Transformational Leadership Style (X1)	0,750	0,788				
Performance (Y)	0,058	0,159	0,857			
Work Discipline Mediation (X2Z)	0,116	0,142	0,031	1,000		
Transformational Leadership Style Mediation (X1Z)	0,144	0,127	0,181	0,711	1,000	
Motivation (Z)	0,493	0,495	-0,077	0,109	0,008	0,842

for the T-Statistics is 1.96. This means that if the value obtained is in the range $-1.96 < T\text{-Statistics} < 1.96$ then the hypothesis is not significant. Vice versa, if the T-Statistics value is < -1.96 or > 1.96 then the hypothesis is significant. The results of the hypothesis test can be seen in the following table.

Table 4.17. Hypothesis Test

Based on the results of the hypothesis test, the values of H1, H3, H6 and H7 have exceeded the value of 0.675, so the hypothesis is accepted. Meanwhile, H2, H4 and H5 were rejected. Below is an explanation of the results of the hypothesis test in Table 4.18 Hypothesis Testing

1. Testing Hypothesis 1: Transformational Leadership Style has a significant positive influence on Employee Performance.

Based on the results of testing hypothesis 1, the beta coefficient value of transformational leadership style significantly has a positive influence on employee performance of 0.321 (positive). This can be interpreted as meaning that the higher the value of the transformational leadership style, the higher the employee performance value. One unit increase in transformational leadership style will increase employee performance by 32.1%. Apart from that, the results of testing the hypothesis have a T-Statistics value of 1.967. This shows that the hypothesis has a significant influence because the T-Statistics value is >0.676 with a p-value <0.05 , so it can be concluded that the transformational leadership style has a significant influence. positive towards employee performance so that H1 is accepted.

2. Testing Hypothesis 2: Work Discipline Has a Significant Positive Influence on Employee Performance

Based on the results of testing hypothesis 2, the beta coefficient value of work discipline on employee performance is -0.127 (negative). This can be interpreted to mean that work discipline has a negative effect on employee performance. Apart from that, the results of testing the hypothesis have a T-Statistics value of 0.734. This shows that the hypothesis has a significant influence because the T-Statistics value is >0.676 with a p-value >0.05 , so it can be concluded that work discipline has a significant negative influence on Employee work performance so that H2 is rejected.

3. Testing Hypothesis 3: Transformational Leadership Style Has a Significant Positive Influence on Work Motivation

Based on the results of testing hypothesis 3, the beta coefficient value of transformational leadership style on positive performance is 0.287 (positive). This can be interpreted as increasing the value of the transformational leadership style will increase the value of work motivation. One unit increase in transformational leadership style will increase work motivation by 28.7%. Apart from that, the results of testing the hypothesis have a T-Statistics value of 2.273. This shows that the hypothesis has a significant influence because the T-Statistics value is > 0.676 with a p-value < 0.05 , so it can be concluded that the transformational leadership style has a significant influence. positive towards work motivation so that H3 is accepted.

4. Testing Hypothesis 4: Discipline Has a Significant Positive Influence on Work Motivation

Based on the results of testing hypothesis 4, the beta coefficient value of discipline on employee performance is -0.277 (positive). This can be interpreted to mean that the higher the employee performance value, the higher the performance value. Apart from that, the results of testing the hypothesis have a T-Statistics value of 2,239. This shows that the hypothesis has a significant influence because the T-Statistics value is >0.676 with a p-value <0.05 , so it can

be concluded that work discipline has a significant influence. positive towards performance so that H4 is accepted

5. Testing Hypothesis 5: Work Motivation Influences Work Performance

Based on the results of testing hypothesis 5, the beta coefficient value of work motivation on employee performance is -0.154 (negative). This can be interpreted to mean that decreasing work motivation will reduce employee performance scores. Apart from that, the results of testing the hypothesis have a T-Statistics value of 1.128. This shows that the hypothesis has a significant influence because the T-Statistics value is >0.676 with a p-value >0.05 , so it can be concluded that work motivation has a significant negative influence on motivation. on employee performance so that H5 is rejected.

6. Testing Hypothesis 6: Work Motivation Can Mediate Transformational Leadership Style to Have a Positive Influence on Employee Performance

Based on the results of testing hypothesis 6, the beta coefficient value of Employee Performance is able to mediate the negative effect of transformational leadership style on Employee Performance of 0.328 (positive). This can be interpreted to mean that work motivation is able to mediate leadership style having a positive effect on employee performance. In addition, the results of testing the hypothesis have a T-Statistics value of 1.884. This shows that the hypothesis has a negative influence because the T-Statistics value is >0.676 with p- value >0.05 , it can be concluded that Work Motivation is able to mediate Leadership Style having a positive influence on employee performance so that H6 is accepted.

7. Testing Hypothesis 7: Work Motivation mediates Work Discipline and has a Positive Influence on Employee Performance

Based on the results of testing hypothesis 7, the beta coefficient value of work motivation is able to mediate the effect of work discipline on employee performance of -0.212 (negative). This can be interpreted as meaning that the higher the work motivation value is able to mediate the influence of work discipline on employee performance, the higher the employee performance value will be. Apart from that, the results of testing the hypothesis have a t-statistics value of 1.128. This shows that the hypothesis has a significant influence because the T-Statistics value is >0.676 with a p-value <0.05 , so it can be concluded that work motivation is not able to mediate work discipline. has an effect on employee performance so that H7 is rejected.

DISCUSSION

Based on the results of the hypothesis test, the values of H1, H3, H4 and H6 have exceeded the value of 0.675, so the hypothesis is accepted. Meanwhile H2, H5 and H7 are rejected.

1. Transformational Leadership Style Has a Positive Influence on Employee Performance

Leadership style is an important aspect to achieve and increase a person's leadership success in an organization. According to (Y. Kurniawan, 2018) leadership style is a behavioral norm used by a person when that person tries to influence the behavior of other people as seen. Transformational leadership refers to the process of building commitment to organizational goals and giving followers confidence to achieve these goals. Through the transformation of these values, it is hoped that good relations between members of the organization can be built so that a climate of mutual trust emerges between members of the organization. In the end, subordinates feel trust, admiration, loyalty and respect for their superiors so that subordinates are motivated to do more than what they usually do and expect.

According to (Yani et al., 2023), transformational leadership is characterized by superior actions that are able to increase employee motivation and provide inspiration so that they can exceed expectations or do more than expected. With a leader who has the ability to make employees have high motivation at work, employee performance will also increase. (Immanuel & Graciafernandy, 2024) have concluded that transformational leadership has a significant positive effect on employee performance.

2. Disiplin Kerja Berpengaruh Negatif Terhadap Kinerja Karyawan

Based on the test results regarding the influence of work discipline on employee performance, it shows that the t-calculated value of the work discipline variable is negative. Thus it can be concluded that work discipline (X1) partially has no effect and is not significant on employee performance (Y). These results mean that even though employee discipline increases or decreases, it does not necessarily increase or decrease employee performance (Edy et al., 2016) stating that employee performance in an organization is greatly influenced by employee discipline. If employees ignore work discipline, then it is certain that performance will decline, so that to obtain high performance, employee discipline is very necessary.

The results of this research are in line with research conducted by (Parerung, 2014) which shows that discipline has a negative and insignificant effect on employee performance.

3. Transformational Leadership Style Has a Positive Influence on Work Motivation

The results of the analysis using path analysis prove that there is a significant and positive influence between transformational leadership and employee motivation. The results of this analysis provide information that transformational leadership has a significant and positive direct effect on employee motivation. This means that the stronger the understanding and implementation of transformational leadership, the stronger the employee motivation.

The results of this research are consistent with several research results and theories that there are several variables that can influence employee motivation, including transformational leadership. A study conducted (Susiawan & Muhid, 2015) stated that leadership that has power influences employee performance with motivation as a mediating variable. (Zhang & Bartol, 2010) stated that leadership plays an important role in motivating employees, and employee motivation has an impact on employee performance. Likewise (Sufiyati et al., 2022) stated that leadership style has a significant effect on employee performance.

4. Work Discipline Has a Positive Influence on Work Motivation

The results of this research are in accordance with the opinion of (Edy et al., 2016) which suggests factors that influence employee performance, namely: (1) work results, namely the level of quantity and quality that has been produced and the extent to which supervision is carried out, (2) job knowledge, namely the level of knowledge related to work tasks which will have a direct influence on the quantity and quality of work results, (3) initiative, namely the level of initiative while carrying out work tasks, especially in terms of handling problems that arise, (4) mental skills, namely level of ability and speed in receiving work instructions and adapting to existing work methods and work situations, (5) attitude, namely the level of work enthusiasm and positive attitude in carrying out work tasks (6) time and attendance discipline, namely the level of punctuality and attendance. This is also different from research conducted (Berliana et al., 2019) which states that work discipline has a positive and significant effect on work motivation.

5. Motivasi kerja Berpengaruh Negatif Terhadap Kinerja Karyawan

Based on the results of this research, it is known that work motivation has a negative effect on employee performance. The results of this research are not in accordance with research conducted by (Rosmaini & Tanjung, 2019) in whose research they concluded that motivation has a significant and positive influence on performance. Other research shows that (Yolanda & Kurniasari, 2023) Motivation has a negative and significant influence on employee performance at the BPPSDMP Ministry of Agriculture.

6. Work Motivation Can Positively Mediate Transformational Leadership Style's Influence on Employee Performance

Work motivation does not mediate transformational leadership style on employee performance. This means that H6 which states that work motivation mediates the influence of transformational leadership style on employee performance is rejected. The findings are in the same direction as (Pasaribu et al., 2022) that leadership style through motivation has no significant effect on employee performance. This research is also supported by (Rosalina Widyawati, 2021) that work motivation is unable to mediate the relationship between transformational leadership style and employee performance. The research results are in line with (Fikri & Prastyani, 2021) which found the role of work motivation as a mediator of leadership style on employee performance. The transformational leadership style leads

emotionally, comforting employees and even praising their subordinates. Leaders are even stepping up efforts to encourage employees to solve problems in new ways. During the Covid-19 pandemic, low hotel occupancy rates, salary adjustments received have affected employee motivation. Employees feel unable to actualize their work achievements due to limited work situations so they cannot demonstrate their true abilities. Therefore, companies need to look for factors that can support increasing employee work motivation in order to obtain better performance.

7. Work Motivation is Not Able to Mediate Work Discipline's Effect on Employee Performance

Based on the results of this research, it is known that work discipline indirectly has a positive and significant effect on employee performance through work motivation. In this study, the direct influence was stronger than the indirect influence. This is due to higher levels of other factors besides work discipline and work motivation. The results of this research are consistent with research conducted by (H. Kurniawan & Heryanto, 2019) entitled Effect of Work Discipline and Work Environment on Employee Performance with Work Motivation as an Intervening Variable in the Department of Tourism Youth and Sport of Padang District.

CONCLUSION

This research aims to examine the influence of transformational leadership style and work discipline on employee performance, motivation as an intervening variable. The respondents in this research were 120 employees of Harum Manis Roti and Cake. Based on the data that has been collected through questionnaires and the results of tests that have been carried out on problems using SmartPLS 3.0, the following conclusions can be drawn:

1. Transformational and Disciplinary Leadership Style influences Employee Performance with an R2 value of 0.364 (weak) or 36.4% while 54.6% is influenced by other variables.
2. Work motivation also influences performance with an R2 value of 0.666 (weak). This shows that 66.6% of transformational leadership style and work discipline can be influenced by work motivation. while 33.4% is influenced by other variables.
3. Transformational Leadership Style Has a Positive Influence on Employee Performance at Harum Manis Roti and Cake. This is proven by the original sample value of 0.321 with a significance below 0.05 or 5% as indicated by a p value of 0.050.
4. Work Discipline Has a Negative Influence on Employee Performance at Harum Manis Roti and Cake. This is proven by the original sample value of -0.127 with a significance below 0.05 or 5% as indicated by a p value of 0.463.
5. Leadership style has a positive influence on work motivation at Harum Manis Roti and Cake. This is proven by the original sample value of 0.287 with a significance below 0.05 or 5% as indicated by a p value of 0.023.

6. Work Discipline Has a Positive Influence on Work Motivation at Harum Manis Roti and Cake. This is proven by the original sample value of 0.277 (with significance below 0.05 or 5% as indicated by the p value of 0.026.
7. Work Motivation Has a Negative Influence on the Performance of Employees Working at Harum Manis Roti and Cake. This is proven by the original sample value of -0.169 with a significance below 0.05 or 5% as indicated by a p value of 0.260.
8. Work Motivation Able to positively mediate Transformational Leadership Style Influence on Employee Performance at Harum Manis Roti and Cake. This is proven by the original sample value of 0.328 with significance below 0.05 or 5% as indicated by the p value of 0.013.
9. Work Motivation Able to mediate Work Discipline Has a Positive Influence on the Performance of Employees Working at Harum Manis Roti and Cake. This is proven by the original sample value of -0.212 with a significance below 0.05 or 5% as indicated by a p value of 0.0179.

FUTHER STUDY

Considering that the independent variables in this research are very important in influencing employee performance, it is hoped that the results of this research can be used as a reference for future researchers to develop this research by considering other variables which are other variables outside of the variables included in this research, such as employee motivation and abilities, whether in the form of physical abilities or intelligence abilities.

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