

The Effect Of Transformational Leadership On Employee Performance Intervened By Motivation And Work Discipline In The Regional Technical Implementation Unit Of Public Works And Spatial Planning Binjai Public Works And Spatial Planning Office Of North Sumatra Province

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Abstract

This study aims to analyze the influence of transformational leadership on employee performance with work discipline and motivation as intervening variables in the Binjai Regional Technical Implementation Unit of the Public Works and Spatial Planning Office of North Sumatra Province. The research method used is quantitative with Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS). The research data shows that transformational leadership has a positive and significant influence on work discipline with an influence coefficient of 0.777, T-Statistic of 16.266 (> 1.96), and P-Value of 0.000 (< 0.05). In addition, transformational leadership also has a significant influence on motivation with an influence coefficient of 0.897, T-Statistic of 49.932 (> 1.96), and P-Value of 0.000 (< 0.05). Work discipline was proven to have a positive and significant influence on employee performance with an influence coefficient of 0.538, T-Statistic of 4.688 (> 1.96), and P-Value of 0.000 (< 0.05). Motivation also has a significant influence on employee performance with an influence coefficient of 0.329, T-Statistic of 2.078 (> 1.96), and P-Value of 0.040 (< 0.05). The indirect influence of transformational leadership on employee performance through work discipline is also significant, with an influence coefficient of 0.418, T-Statistic of 4.442 (> 1.96), and P-Value of 0.000 (< 0.05). Similarly, the indirect influence of transformational leadership on employee performance through motivation proved significant, with an influence coefficient of 0.295, T-Statistic of 2.058 (> 1.96), and P-Value of 0.042 (< 0.05). These results show that work discipline and motivation function as intervening variables that strengthen the relationship between transformational leadership and employee performance. This research provides important insights into how transformational leadership styles can influence key elements of human resources such as work discipline, motivation, and performance, and provides practical guidance for organizations to improve productivity.

Keywords:

transformational leadership; Motivation, Job Satisfaction; Employee Performance



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1. INTRODUCTION

Employee performance is one of the important aspects that determine the success of an organization. In the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North Sumatra Province, employee performance is the main focus to achieve the goals and targets that have been set. In this context, transformational leadership, motivation, and work discipline are crucial factors that interact with each other to affect employee performance.

Transformational leadership is a leadership style that is able to inspire and motivate employees to achieve more than expected (Suharyani et al., 2024). According to Bass and Avolio in Siangchokyoo et al., (2020), transformational leadership consists of four main components: idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration. This leadership style does not only focus on the achievement of tasks, but also on the development and well-being of employees (Madzimure, 2020). According to Avolio et al. (2022), transformational leadership is defined as a leadership style that motivates followers to transcend their personal interests in order to achieve a common goal. Transformational leaders inspire and drive innovation, positive change, and individual development within organizations by using charisma, influence, motivation, and personalized attention to subordinates. These leaders not only focus on achieving short-term results but also form strong values and visions for the organization's long-term success. According to Avolio et al., (2022) which is an indicator of Transformational Leadership refers to:

1. Idealized Influence: Leaders become role models who are idolized by their followers. Leaders show ethical behavior and high morals so that followers respect, admire, and trust leaders. Leaders also exude a powerful and compelling vision that is capable of inspiring followers.
2. Inspirational Motivation: Leaders are able to inspire and motivate their followers by giving meaning and challenges to their work. Leaders use clear and optimistic communication to set compelling goals and achieve high standards.
3. Intellectual Stimulation: Leaders encourage creativity and innovation by challenging existing assumptions and encouraging followers to think critically and solve problems creatively. Leaders value new ideas and provide support for experimentation.
4. Individualized Consideration: Leaders give personal attention to followers, understand individual needs, and provide appropriate support and development. Leaders act as mentors or coaches, listening to followers' concerns, and helping them reach their full potential.

On the other hand, according to Mathis and Jackson in (Osman et al., 2022) Employee performance is the result or output of work done by an employee in a certain



period of time in accordance with organizational standards and goals. Employee performance includes effectiveness, efficiency, quality, productivity, and job satisfaction. Employee performance is described as "work achievement that is the result of the employee's efforts in carrying out the work assigned to him." Furthermore, employee performance includes several aspects, including the achievement of work targets, the ability to carry out tasks, and contributions to organizational goals. According to Mathis and Jackson in (Hendrawijaya, 2020) the indicators of employee performance are as follows:

1. Effectiveness is the extent to which employees achieve the goals and targets that have been set.
2. Efficiency is how well employees use available resources to achieve desired results.
3. Quality is the level of perfection or meticulousness of the work achieved by employees.
4. Productivity is the amount of output produced by employees in a certain period of time.
5. Job Satisfaction is the level of satisfaction felt by employees with their work and work environment.

Transformational leadership plays an important role in improving employee performance through its ability to inspire, motivate, and guide employees towards achieving organizational goals. Transformational leaders not only provide clear direction but also encourage employees to go beyond personal interests for the sake of the organization.

Motivation acts as an intervening variable that strengthens the relationship between transformational leadership and employee performance. With motivation, employees who are inspired by transformational leadership styles tend to be more passionate, committed, and productive, resulting in significant performance improvements. According to Mathis and Jackson in (Zainul & Harlie, 2022), work motivation is an internal or external impulse that directs, activates, and maintains the work behavior of employees in achieving organizational goals. Work motivation is also defined as "the process that describes the intensity, direction, and perseverance of an individual's efforts toward the achievement of a goal." In other words, motivation is a factor that makes a person want and still want to do a job. The indicator of work motivation is in Mathis and Jackson's article in (Zainul & Harlie, 2022):

1. Intensity is the level of energy used by employees in carrying out their duties.
2. Direction is the choice of the Employee to focus his efforts on certain activities that are relevant to the job.
3. Resilience is the duration and consistency of employees' efforts in achieving work goals.

4. Achievement is a success in achieving the goals or work standards set.
5. Recognition is an award given to Employees for their achievements or contributions.
6. Responsibility is the willingness of Employees to take and carry out responsibilities in their work.

Transformational leadership plays a key role in improving work discipline and employee performance by providing inspiration, motivation, and clear direction. Transformational leaders encourage employees to have greater responsibility for their duties, so that work discipline can be built through moral encouragement and example given. Motivation serves as an intervening variable that strengthens this relationship, where high motivation makes employees more committed to work consistently, on time, and in accordance with applicable rules. The combination of transformational leadership, strong motivation, and high work discipline results in an overall improvement in employee performance. Work discipline, as one of the factors that affect employee performance, has also received attention in various studies. According to Jotabá et al., (2022). Good work discipline can increase the efficiency and effectiveness of employee work. Research by Ibrahim et al. (2018) shows that employees who have high work discipline tend to have better performance compared to those who have low work discipline. Work discipline is the ability and willingness of an employee to obey the rules, procedures, and work standards that have been set by the organization.

According to (Runa, 2020), work discipline is "a person's awareness and willingness to comply with all applicable company regulations and social norms." Work discipline shows the extent to which employees are able to maintain consistency in their work behavior, including punctuality, compliance with regulations, and efficiency in completing tasks. Some of the indicators of Work Discipline are as follows:

1. Compliance with rules and policies is the extent to which Employees comply with the rules and policies that have been set by the company.
2. Punctuality is the discipline of employees in coming on time, both to start work, attend meetings, and complete tasks.
3. Compliance with procedures is the ability of Employees to follow standard operating procedures in carrying out their duties.
4. Work efficiency is the extent to which employees can complete their tasks efficiently and effectively.
5. Attitude of responsibility is the willingness of employees to accept and carry out duties and responsibilities with full commitment.
6. Consistency of behavior is the ability of employees to maintain good and consistent work behavior over a long period of time.

The concept of this research is as illustrated in the following conceptual framework drawing:



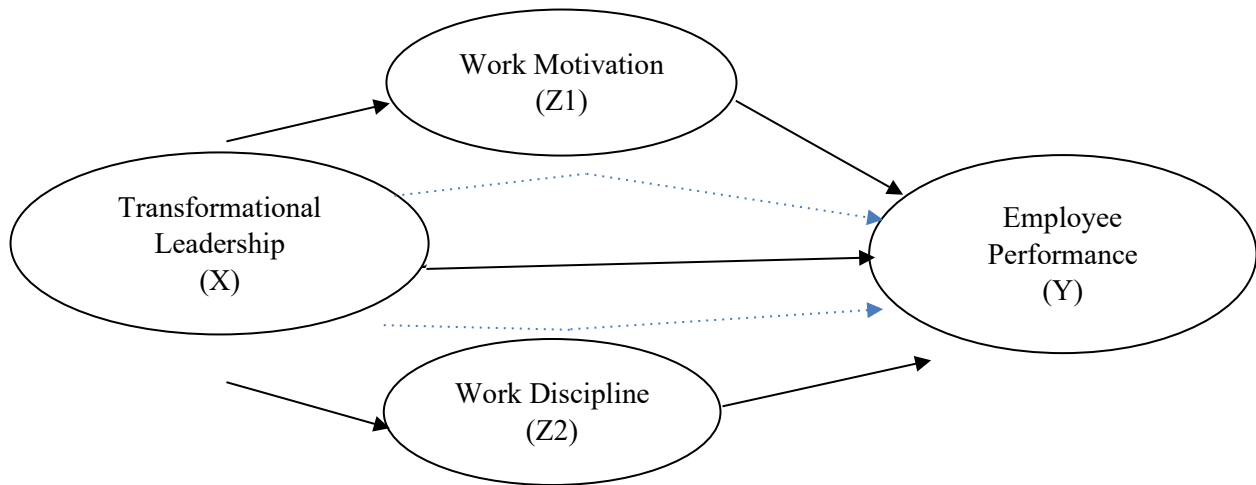


Figure 1. Conceptual Framework

2. RESEARCH METHODS

This type of research is a casual associative quantitative research. This research was carried out at the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North Sumatra Province. The time of this research was carried out from August to November 2024. According to (Sugiyono, 2018) population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is the total number of employees in the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North Sumatra Province with a total of 109 employees with the following details:

Table 3.1 Details of the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai Public Works and Spatial Planning Office



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North Sumatra Province		
No.	Status	Number (Person)
1.	ASN	95
2.	Honorary	14
Sum		109

Source : Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai Public Works and Spatial Planning Office of North Sumatra Province

The sampling technique used in this study is a saturated sample. According to (Sugiyono, 2019) Saturated sampling is a sample selection technique when all members of the population are sampled where all populations in this study are sampled, totaling 109 employees

The data that will be used from this study is the data from the results of the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is a quantitative data analysis method using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this study is the outer *model* test in order to obtain *an outer loading* value that meets the requirements of *validity and reliability*. Testing the structural model (Inner model) which includes a determination coefficient test (R^2) to measure how far the model is able to explain the variation of bound variables. R^2

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of *a path coefficients* test to test how the direct influence of each independent variable individually on its bound variable as well as the indirect influence of the intervening variable in influencing its independent variable on its bound variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between the variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative. A hypothesis is said to be accepted if the statistical t value is greater than the t of the table. According to (Ghozali & Latan, 2015) the criterion of t-value table is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. Results

Outer Model Analysis

The outer model test in this study uses algorithm analysis in *SmartPLS software version 3.0*, in order to obtain *outer loading* values that meet the *validity and reliability requirements*.

1) Convergent Validity Test Results

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Based on the results for outer loading, it shows that there is an indicator that has a loading below 0.60 and is not significant. The following is presented as the results of the outer loading value in the following table.

Table 2. Outer Loading

Indicators	Outer Loading	Information
Transformational Leadership (X1)		
KT1		Valid
KT2		Valid
KT3		Valid
KT4		Valid
Motivation (Z1)		
MO1	0,862	Valid
MO2	0,785	Valid
MO3	0,879	Valid
MO4	0,745	Valid
MO5	0,765	Valid
MO6	0,809	Valid
Work Discipline (Z2)		
DI1	0,793	Valid
DI2	0,795	Valid
DI3	0,903	Valid
DI4	0,896	Valid
DI5	0,887	Valid
DI6	0,909	
Employee Performance (Y)		
KP1	0,822	Valid
KP2	0,894	Valid
KP3	0,833	Valid
KP4	0,799	Valid



Indicators	Outer Loading	Information
KP5	0,876	Valid

Source : Output Smart PLS, 2024

Based on Table 2, it can be seen that all indicators have a *loading factor* value of > 0.60. According to (Ghozali, Imam & Latan, 2015) states that the indicator is declared valid if it has a *loading factor* value of > 0.60. Thus, it can be stated that all indicators in this study are declared valid and can be carried out further research. The following is shown in the form of a structural model as shown in the following image:

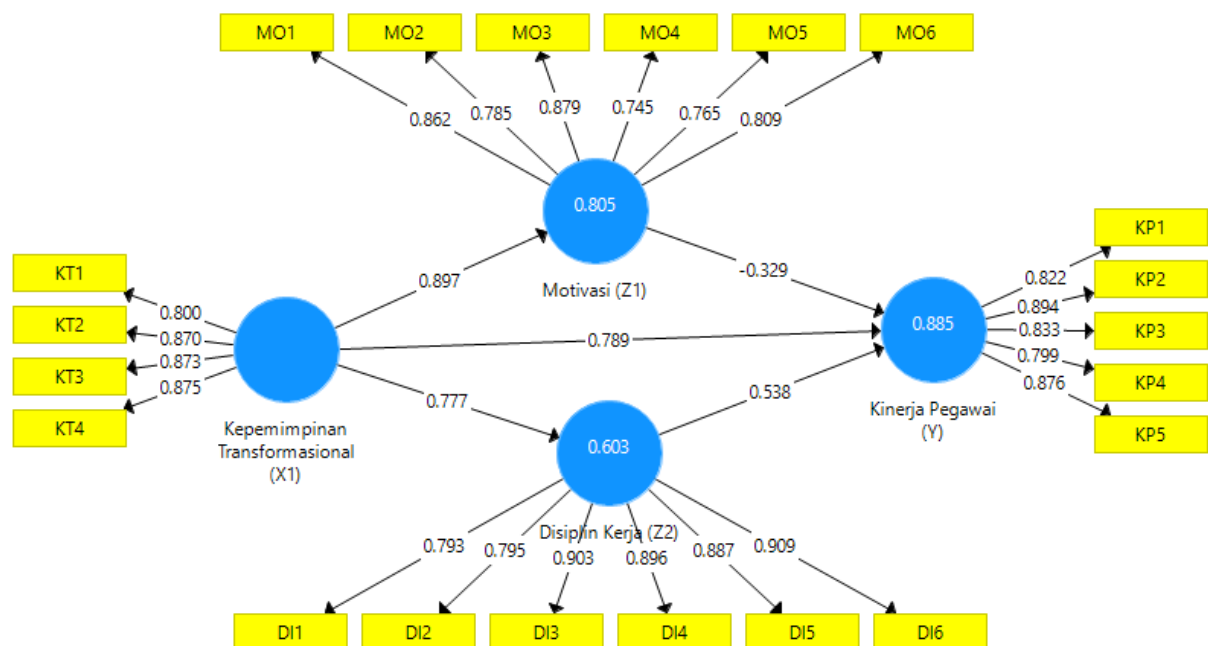


Figure 1. Outer Model Test Results

2) Discriminate Validity Test Results

The next test is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construction based on the principle that the indicator is highly correlated with its construction. The following are the results of cross loading from the discrimination validity test as shown in the following table:

Table 3. Discriminant Validity

Indicators	Work Discipline (Z2)	Transformational Leadership (X1)	Employee Performance (Y)	Motivation (Z1)
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DI1	0,793	0,496	0,577	0,709
DI2	0,795	0,591	0,655	0,715
DI3	0,903	0,694	0,827	0,788
DI4	0,896	0,766	0,743	0,895
DI5	0,887	0,675	0,799	0,782
DI6	0,909	0,764	0,753	0,891
KP1	0,634	0,712	0,822	0,662
KP2	0,700	0,898	0,894	0,831
KP3	0,677	0,756	0,833	0,716
KP4	0,887	0,675	0,799	0,782
KP5	0,674	0,797	0,876	0,698
KT1	0,653	0,890	0,849	0,727
KT2	0,725	0,870	0,809	0,803
KT3	0,667	0,873	0,776	0,748
KT4	0,600	0,875	0,666	0,785
MO1	0,874	0,715	0,791	0,882
MO2	0,600	0,875	0,666	0,885
MO3	0,857	0,695	0,747	0,879
MO4	0,732	0,582	0,520	0,745
MO5	0,723	0,807	0,864	0,865
MO6	0,697	0,599	0,563	0,809

Source: Output Smart PLS, 2024

Based on table 4, it can be seen that the *cross loading value* in each indicator and variable is greater than other variables and indicators, the cross loading variable of Transformational Leadership and motivation shows that the cross loading of the variable indicator is greater than the cross loading of other latent variables, the cross loading of the variable of job satisfaction shows that the value of the *cross loading indicator* is greater than that of other latent variables, *Cross loading* of employee performance variables also shows a greater cross loading value of the indicator than the cross loading of the latent variable. Based on this data, it can be stated discriminatively that the cross loading results are considered valid.

3) Composite reliability test results

The test further determines the reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite reliability* value, the reliable value can be seen in the variable construct value with *the alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha value* is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the following table.



Table 4. Construct Reliability and Validity

Indicators	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)
Work Discipline (Z2)	0,932	0,947	0,749
Transformational Leadership (X1)	0,877	0,916	0,731
Employee Performance (Y)	0,900	0,926	0,715
Motivation (Z1)	0,894	0,919	0,655

Source: Smart PLS Output, 2024

Based on Table 4, it can be explained that the AVE value in each variable tested has a value of > 0.5 , which shows that all variables in this study meet the *criteria for discriminant validity*. To determine the reliability in this study, the *composite reliability* value is used. The accepted value for the reliability level is > 0.7 . Based on these criteria, it can be seen that all variables in this study have a $>$ value of 0.70 so that it can be stated that all variables tested meet the reliability of the construct.

Structural Model Evaluation (Inner Model)

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

1) Determination Coefficient Test Results (R^2)

The determination coefficient test (R^2) is used to see the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as shown in the following table.

Table 5. R Square Results

Variable	R Square	Adjusted R Square
Work Discipline (Z2)	0,603	0,599
Employee Performance (Y)	0,885	0,882
Motivation (Z1)	0,805	0,803

Source: Smart PLS Output, 2024

Based on the results of the analysis of the research model, the R Square value shows the strength of the influence of independent variables on the dependent variables. The R Square value in the Work Discipline variable (Z2) of 0.603 shows that



60.3% of the variation in work discipline can be explained by transformational leadership and motivation variables, while 39.7% is influenced by other factors that were not studied in this study.

In the Employee Performance variable (Y), the R Square value of 0.885 shows that 88.5% of the variation in employee performance is influenced by transformational leadership, motivation, and work discipline. This indicates that the model has a very strong predictive rate, with only 11.5% of the variation being influenced by other factors outside the study. Meanwhile, the Motivation variable (Z1) has an R Square value of 0.805, which means that 80.5% of the variation in motivation can be explained by transformational leadership. The rest, 19.5%, was influenced by other factors that were not analyzed in this study. This shows that transformational leadership has a very significant influence in shaping employee motivation.

Overall, these results show that transformational leadership, motivation, and work discipline together make a strong contribution to improving employee performance.

2) Goodness of Fit Test Results

The Goodness of Fit test is a statistical method used to evaluate how well the tested model or statistical distribution matches the observed data. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the theoretical distribution assumed by the model or hypothesis. The goodness of fit model test can be seen from looking at the NFI value on the program. If the NFI value is $> \text{SRMR}$ and the closer it is to 1, then the better the model (good fit). Based on the data processing that has been carried out using the SmartPLS 3.0 program, the Fit Model values are obtained as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.118	0.125
d_ULS	3.234	5.522
d_G	3.465	2.908
Chi-Square	467.587	487.509
NFI	0.806	0,806

Source: Output Smart PLS, 2024

Based on table 6, it can be seen that the NFI value is $0.806 > 0.117$ so that it can be stated that the model in this study has sufficient *goodness of fit* and is suitable to be used to test the research hypothesis.

Hypothesis Test Results

After conducting an inner model analysis, the next thing is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics value* > 1.96 and the P-Values < 0.05. The following are the results of *Path Coefficients* of direct influence between variables as shown in the following table.

Table 7. Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s	Result
Work Discipline (Z2) -> Employee Performance (Y)	0,538	0,534	0,115	4,688	0,000	Accepted
Transformational Leadership (X1) -> Work Discipline (Z2)	0,777	0,779	0,048	16,266	0,000	Accepted
Transformational Leadership (X1) -> Employee Performance (Y)	0,789	0,793	0,102	7,729	0,000	Accepted
Transformational Leadership (X1) -> Motivation (Z1)	0,897	0,900	0,018	49,932	0,000	Accepted
Motivation (Z1) -> Employee Performance (Y)	0,329	0,329	0,158	2,078	0,040	Accepted

Source: Smart PLS Output, 2023

Based on the data in Table 8, it can be stated that the test results show that transformational leadership has a positive and significant effect on work discipline with a T-Statistic value of 16.266 (> 1.96) and a P-Value of 0.000 (< 0.05). A relationship coefficient of 0.777 indicates that transformational leadership significantly improves employee work discipline. Thus, Ha is accepted and H0 is rejected. Furthermore, the results show that transformational leadership has a very significant effect on employee motivation, with a T-Statistic value of 49.932 (> 1.96) and a P-Value of 0.000 (< 0.05). The relationship coefficient of 0.897 confirms that transformational leadership effectively increases employee motivation. Thus, Ha is accepted and H0 is rejected. Then the test results showed that transformational leadership had a positive and significant effect on employee performance, with a T-Statistic value of 7.729 (> 1.96) and a P-Value of 0.000 (< 0.05). The relationship coefficient of 0.789 shows that



transformational leadership has a great contribution to improving employee performance. Therefore, Ha is accepted and H0 is rejected.

Furthermore, the results showed that motivation had a negative but significant effect on employee performance, with a T-Statistic value of 2.078 (> 1.96) and a P-Value of 0.040 (< 0.05). The relationship coefficient of -0.329 shows that in the context of this study, motivation that is too high or undirected can reduce employee performance. Thus, even though the direction of influence is negative, Ha is accepted and H0 is rejected. Finally, the test results show that work discipline has a positive and significant effect on employee performance, with a T-Statistic value of 4.688 (> 1.96) and a P-Value of 0.000 (< 0.05). A relationship coefficient of 0.538 indicates that good work discipline directly improves employee performance. Therefore, Ha is accepted and H0 is rejected. Of all the hypotheses tested, transformational leadership has been shown to have a significant influence on employee motivation, work discipline, and performance. Meanwhile, motivation shows the direction of negative influence on performance, which indicates the need for better motivation management to have a positive impact on employee performance. Work discipline has also proven to be a significant factor in improving employee performance.

To answer the sixth and seventh hypotheses, it can be seen in the indirect influence between variables as shown in the following table.

Table 8. Indirect Effect (Pengaruh Tidak Langsung)

Variable	Original Sample (O)	Sample Mean (M)	Standar d Deviati on (STDE V)	T Statistics (O/STDE V)	P Values	Result
Transformational Leadership (X1) -> Work Discipline (Z2) -> Employee Performance (Y)	0,418	0,416	0,094	4,442	0,000	Accepted
Transformational Leadership (X1) -> Motivation (Z1) -> Employee Performance (Y)	0,295	0,296	0,143	2,058	0,042	Accepted

Source: Output Smart PLS, 2024

Based on table 8, it can be explained that the results of the analysis show that the influence of transformational leadership on employee performance through work discipline as an intervening variable is positive and significant. This is shown by a T-Statistic value of 4.442 (> 1.96) and a P-Value of 0.000 (< 0.05), with a relationship coefficient of 0.418. These results indicate that transformational leadership is able to improve work discipline, which in turn significantly improves employee performance.



This means that work discipline is an effective intermediary in strengthening the relationship between transformational leadership and employee performance.

In addition, the influence of transformational leadership on employee performance through motivation as an intervening variable was also found to be positive and significant. With a T-Statistic value of 2.058 (> 1.96) and a P-Value of 0.042 (< 0.05), as well as a relationship coefficient of 0.295, these results show that transformational leadership can increase employee motivation, which ultimately contributes to improving employee performance. Although it has less influence than the path through work discipline, motivation remains an important pathway that explains the relationship between transformational leadership and employee performance.

3.2. Discussion

The findings in this study can be strengthened by referring to relevant previous research. In the context of the influence of transformational leadership has proven to be one of the effective leadership approaches in improving employee performance, especially in the public sector such as the Regional Technical Implementation Unit of Public Works and Binjai Spatial Planning of the Public Works and Spatial Planning Office of North Sumatra Province. Transformational leadership involves the ability of leaders to provide inspiration, motivation, and individualized attention to their subordinates, thereby creating a work environment that supports optimal performance (Bass & Riggio, 2018). This leadership style allows leaders to drive innovation, increase collaboration, and provide clear direction, all of which are critical in technical and administrative work environments.

Motivation also plays an important role in strengthening the relationship between transformational leadership and employee performance. Internal motivation, such as the need for achievement and recognition, can be amplified by transformational leaders through the provision of meaningful work challenges and appropriate rewards (Deci & Ryan, 2020). When employees feel intrinsically motivated, they are more likely to commit to organizational goals and perform at their best (Gagne & Deci, 2019). In the context of public organizations, high motivation can encourage employees to work more efficiently and responsively to the needs of the community.

In addition, work discipline is one of the factors that plays an important role in improving employee performance. Work discipline reflects the employee's ability to comply with rules, carry out responsibilities consistently, and meet work targets effectively (Robbins & Judge, 2019). Transformational leaders have the ability to instill work discipline through a charismatic approach and through the creation of a work culture that supports productivity (Northouse, 2021). High work discipline allows

employees to complete tasks more organized, on time, and in accordance with predetermined standards.

Overall, the relationship between transformational leadership, motivation, and work discipline forms a strong foundation for improving employee performance in the government environment. Through employee empowerment, transformational leaders not only improve individual performance but also create a sustainable impact for the organization as a whole (Yukl, 2020). The combination of strong motivation and good work discipline is a key mechanism in ensuring that the positive influence of transformational leadership can be optimized to achieve organizational goals.

4. CONCLUSIONS AND SUGGESTIONS

4.1 Conclusion

From the results of the data analysis of the research results and discussions described above, it can be concluded that:

1. Transformational leadership has a positive and significant influence on work discipline, with an influence coefficient of 0.777, a T-Statistic value of 16.266 (> 1.96), and a P-Value of 0.000 (< 0.05). Transformational leaders can encourage employees to improve their level of work discipline.
2. Work discipline has a positive and significant effect on employee performance, with an influence coefficient of 0.538, a T-Statistic value of 4.688 (> 1.96), and a P-Value of 0.000 (< 0.05). These results show that improving work discipline will directly improve employee performance.
3. Transformational leadership has a direct positive and significant effect on employee performance, with an influence coefficient of 0.789, a T-Statistic value of 7.729 (> 1.96), and a P-Value of 0.000 (< 0.05). This indicates that leaders who adopt a transformational style can directly improve employee performance.
4. Transformational leadership has a very significant influence on employee motivation, with an influence coefficient of 0.897, a T-Statistic value of 49.932 (> 1.96), and a P-Value of 0.000 (< 0.05). This leadership style has been proven to be able to increase employee motivation to achieve optimal work results.
5. Motivation has a positive and significant influence on employee performance, with an influence coefficient of 0.329, a T-Statistic value of 2.078 (> 1.96), and a P-Value of 0.040 (< 0.05). Increased employee motivation has been proven to significantly improve their performance.
6. Work discipline plays a significant intervening variable in the relationship between transformational leadership and employee performance. Transformational leadership improves employee work discipline, which then contributes to improved performance.

7. Motivation also serves as a significant intervening variable in the relationship between transformational leadership and employee performance. With higher motivation, the influence of transformational leadership on employee performance becomes stronger and more effective.

4.2 Suggestion

Based on the findings, the discussion and conclusions in the study can be suggested to the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North Sumatra Province as follows:

1. Leaders in the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the North Sumatra Provincial Public Works and Spatial Planning Office need to strengthen transformational leadership styles through inspiring and innovative approaches. This can be done by giving employees individual attention, motivating them with a clear vision, and encouraging them to think creatively and proactively in completing tasks. This approach will create a more supportive working environment for employees to improve their performance.
2. Work discipline needs to be a priority in the research site. Organizations can implement policies that support a culture of discipline, such as rewarding employees who demonstrate punctuality, regularity, and compliance with work rules. In addition, management can provide training on time management and work responsibilities to strengthen employee work discipline.
3. Work discipline and motivation have been shown to play an important role in strengthening the relationship between transformational leadership and employee performance. Therefore, management must integrate these two factors in employee development policies and programs. Steps such as encouraging employees to be more disciplined and increasing morale will strengthen the positive impact of leadership on employee performance.
4. To support overall performance improvement, organizations must integrate transformational leadership, work discipline, and motivation as an integrated strategy. By maximizing the synergy between these three elements, employees will be more directed in carrying out their duties and motivated to provide the best results in accordance with organizational goals.
5. Periodic evaluations are needed to ensure that the strategy implemented in the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North



Sumatra Province is running effectively. Management can use surveys, interviews, and performance analysis to assess the success of programs that have been implemented and identify areas that need improvement.

6. Leadership training for leaders in the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North Sumatra Province is very important to increase their effectiveness in implementing transformational leadership styles. The focus of the training can include effective communication, conflict resolution, motivation, and employee development. More competent leaders will be able to encourage positive change in the organization and improve overall employee performance.

By implementing these steps, the Regional Technical Implementation Unit of Public Works and Spatial Planning Binjai of the Public Works and Spatial Planning Office of North Sumatra Province can create a more productive and harmonious work environment, support the achievement of organizational goals, and improve the quality of public services.

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