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# The Effect of Transformational Leadership Style and Work Discipline on Employee Performance Through Job Satisfaction of Employees of Bappedalitbang, Mojokerto City

Soeka Indarto<sup>1</sup>, Bambang Raditya Purnomo<sup>2</sup>

<sup>1</sup> Dr. Soetomo University, Indonesia

<sup>2</sup> Dr. Soetomo University, Indonesia

Corresponding Author: [soeka81@gmail.com](mailto:soeka81@gmail.com).<sup>1</sup>

**Abstract:** This study aims to analyze the influence of transformational leadership style and work discipline on employee performance through job satisfaction as an intervening variable. The object of the study was employees of Bappedalitbang Mojokerto City with a population of 35 people. The method used in this study is a quantitative research method. The analysis technique used is the Partial Least Square (PLS) technique with validity tests, reliability tests, and hypothesis tests. The results of the study prove that transformational leadership style has a significant direct influence on job satisfaction. Work discipline has a significant direct influence on job satisfaction. Transformational leadership style has a significant direct influence on employee performance. Work discipline has a significant direct influence on employee performance. Job satisfaction has a significant direct influence on employee performance. Transformational leadership style has a significant effect on employee performance through job satisfaction. Work discipline has a significant effect on employee performance through job satisfaction.

**Keyword:** Transformational Leadership Style, Work Discipline, Employee Performance, Job Satisfaction

## INTRODUCTION

One of the efforts that must be achieved by the company is to improve the quality of human resources. By improving the quality of resources, it is hoped that employees can improve their performance. According to Mangkunegara (2017:67) employee performance is the result of work in terms of quality and quantity achieved by employees in carrying out tasks according to the responsibilities given to employees. In other words, the continuity of a company is determined by the performance of its employees. According to Sondang P. Siagian (2015:215) employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication and

other factors. Another theory according to Hasibuhan (2016:202) which states that job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline, and work performance. Employees who are always enthusiastic about working, full of enthusiasm and create achievements within the organization are employees who are attached to their work. According to Handoko (in Sutrisno, 2017:75) job satisfaction is a pleasant or unpleasant emotional state for employees.

Robbins and Judge (2008:90), define transformational leaders as leaders who inspire their followers to put aside their personal interests for the good of the organization and are able to have a tremendous influence on their followers. Transformational leaders must also have the ability to align the vision of the future with their subordinates, and elevate the needs of subordinates at a higher level than what they need.

One of the things that influences employee performance is work discipline. According to Handoko (2015:208) discipline is a management activity to implement organizational standards. Employees who are disciplined in their work will tend to carry out all their activities in accordance with the rules, standards, and duties and responsibilities that are their obligations.

The results of observations at the Bappedalitbang of Mojokerto City in the last five months showed a high percentage of lateness of employees. The following is employee absence data from August 2023 to December 2023 at the Bappedalitbang of Mojokerto City.

## **METHOD**

### **Population and Sample**

The population in this study were all ASN employees in Bappedalitbang of Mojokerto City, totaling 35 people. The sampling technique used saturated or census sampling. Saturated or census sampling is a sampling technique when all members of the population are used as samples. Therefore, the number of samples in this study was 35 ASN employees of Bappedalitbang of Mojokerto City.

### **Analysis Method**

The data analysis method used is Partial Least Squares (PLS). PLS is a new method analysis technique pioneered by Herman World, PLS is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled and multivariate normal assumptions are not required. The measurement model is used in testing the validity and reliability of measuring instruments, and the structural model is used in testing causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

## **RESULTS AND DISCUSSION**

### **Inner Model Evaluation**

Inner model or structural model testing is conducted to see the relationship between constructs, significance values and R-Square of the research model. The structural model is evaluated using R-Square for dependent constructs and the Stone-Geisser Q-Square test for predictive relevance. The following are the results of the R-Square calculation:

Nilai *R-Square*

Variabel	<i>R-Square</i>	Keterangan
Kepuasan Kerja (Z)	0,886	Reliabel
Kinerja Pegawai (Y)	0,958	Reliabel

Sumber: Hasil Olah Data Partial Least Square (PLS)

Based on the Adjusted R Square value, the Employee Performance Variable (Y) is influenced by Transformational Leadership Style (X1) and Work Discipline (X2) and Job Satisfaction (Z) by 0.958 or 95.8% (strong). While the rest is influenced by others not studied further. And the Job Satisfaction variable (Z) is influenced by Transformational Leadership Style (X1) and Work Discipline (X2) by 0.886 or 88.6% (strong). While the rest is influenced by others not studied further.

### Hypothesis Testing

The results of hypothesis testing are carried out by looking at the P-value and comparing the calculated t value with the t table value, if the calculated t value is greater than the t table and has a P-value below 0.05 then the relationship between the variables is significant and can be analyzed further. With 35 data, the t table value ( $\alpha = 5\%$ ) is 2,030. The results of hypothesis testing are presented in the following table :

	Pengaruh Langsung	t tabel	t statistics	P-value	Keterangan
H1	Gaya Kepemimpinan Transformasional (X1) → Kepuasan Kerja (Z)	2.030	5.070	0.000	Signifikan
H2	Disiplin Kerja (X2) → Kepuasan Kerja (Z)	2.030	2.335	0.020	Signifikan
H3	Gaya Kepemimpinan Transformasional (X1) → Kinerja Pegawai (Y)	2.030	2.721	0.007	Signifikan
H4	Disiplin Kerja (X2) → Kinerja Pegawai (Y)	2.030	2.427	0.015	Signifikan
H5	Kepuasan Kerja (Z) → Kinerja Pegawai (Y)	2.030	3.774	0.000	Signifikan

Sumber: Hasil Olah Data Partial Least Square (PLS).

	Pengaruh Tidak Langsung	t tabel	t statistics	P-value	Keterangan
H6	Gaya Kepemimpinan Transformasional (X1) → Kepuasan Kerja (Z) → Kinerja Pegawai (Y)	2.030	2.847	0.004	Signifikan
H7	Lingkungan Kerja (X2) → Kepuasan Kerja (Z) → Kinerja Pegawai (Y)	2.030	2.039	0.042	Signifikan

Sumber: Hasil Olah Data Partial Least Square (PLS).

## **Discussion**

### **The Influence of Transformational Leadership Style on Job Satisfaction**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $5.070 > 2.030$ ) and the P-value was 0.000 ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that transformational leadership style has a significant effect on job satisfaction is proven to be accepted/positive. The results of this study are in accordance with the results of research by Hartanti Nugrahaningsih (2017) which shows that transformational leadership style has a significant effect on job satisfaction.

### **The Influence of Work Discipline on Job Satisfaction**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $2.335 > 2.030$ ) and the P-value was 0.020 ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that work discipline has a significant effect on job satisfaction is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) and the results of research from Tomy Sun Siagian and Hamzmanan Khair (2018) which show that work discipline has a significant effect on job satisfaction.

### **The Influence of Transformational Leadership Style on Employee Performance**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $2.721 > 2.030$ ) and the P-value was 0.007 ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that transformational leadership style has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Magfira Arifin (2017), Tiya Intan Permatasari (2018), and the results of research from Ery Teguh Prasetyo and Puspa Marlina (2019) which show that transformational leadership style has a significant effect on employee performance.

### **The Influence of Work Discipline on Employee Performance**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $2.427 > 2.030$ ) and the P-value was 0.015 ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that work discipline has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Magfira Arifin (2017), Tiya Intan Permatasari (2018), and the results of research from Eliyanto (2018) which show that work discipline has a significant effect on employee performance.

### **The Influence of Job Satisfaction on Employee Performance**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $3.774 > 2.030$ ) and the P-value was 0.000 ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that job satisfaction has a significant effect on employee performance is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017), Tomy Sun Siagian and Hamzmanan Khair (2018), as well as the results of research from Ery Teguh Prasetyo and Puspa Marlina (2019) which show that job satisfaction has a significant effect on employee performance.

### **The Influence of Transformational Leadership Style on Employee Performance through Job Satisfaction**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $2.847 > 2.030$ ) and the P-value was 0.000 ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that

transformational leadership style has a significant effect on employee performance through job satisfaction is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) which shows that transformational leadership style has a significant effect on employee performance through job satisfaction.

### **The Influence of Work Discipline on Employee Performance through Job Satisfaction**

The results of the study showed that the  $t\text{-value} > t\text{-table}$  ( $2.039 > 2.030$ ) and the  $P\text{-value}$  was  $0.042$  ( $p < 0.05$ ). The results of this analysis explain that the hypothesis stating that work discipline has a significant effect on employee performance through job satisfaction is proven to be accepted/positive. The results of this study are in accordance with the results of research from Hartanti Nugrahaningsih (2017) and the results of research from Tomy Sun Siagian and Hamzmanan Khair (2018) which show that work discipline has a significant effect on employee performance through job satisfaction.

### **CONCLUSION**

After conducting research, based on the collection and analysis of data obtained from respondents using PLS analysis, the conclusions in this study are as follows:

1. Transformational leadership style has a significant direct influence on job satisfaction.
2. Work discipline has a significant direct influence on job satisfaction.
3. Transformational leadership style has a significant direct influence on the performance.
4. Work discipline has a significant direct influence on the performance.
5. Job satisfaction has a significant direct influence on the performance.
6. Transformational leadership style has a significant influence on employee performance through job satisfaction.
7. Work discipline has a significant influence on employee performance through job satisfaction

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