

## The Effect of Transformational Leadership, Discipline and Work Motivation on Employee Performance at West Sumatera BPMP

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### Abstract

This study aims to analyze the influence of Transformational Leadership, Discipline and Work Motivation on Employee Performance in West Sumatra BPMP. Samples were taken as many as 56 people with total sampling technique. In this study the sample is all West Sumatra BPMP employees. The results of the study show: (1) Transformational leadership has a positive and significant effect on employee discipline; (2). Transformational leadership and discipline have a positive and significant effect on employee motivation; (3) Transformational leadership, discipline, and motivation have a positive and significant effect on employee performance.

**Keywords:** transformational leadership, discipline, work motivation, performance

### Introduction

Performance is a record of outcomes resulting from a particular job or activity for a certain period of time. In performance it is known by the performance assessment used for performance measurement. Performance assessment is an organizational process in assessing employee performance. Performance according to Rivai (20014: 97) is the results of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or targets or criteria that have been determined in advance and mutually agreed upon.

The results of the study of the Directorate of State Apparatus, BAPPENAS (2006) mention factors that hinder the achievement of improved performance of government agencies, some of the main factors are weaknesses in bureaucratic management, weak enforcement of employee discipline, application of unfair reward and punishment, leadership, placement of HR inaccurate, budget constraints and other factors.

Based on several previous studies, there are several factors that influence performance. According to Kasim (2015) several factors that influence performance include work discipline, leadership, training and motivation. Elqadri (2015) argues that motivation and work discipline are factors that influence employee productivity. Jeffrey (2017) states that work discipline, achievement needs in work motivation and career can affect employee performance. Based on several phenomena in West Sumatra BPMP shows that employee performance is determined by transformational leadership, work discipline, and employee work motivation.

Employee performance is an interaction between motivation and ability, where performance is an important thing needed in order to support the achievement of organizational goals. The organization will achieve high performance if the organization can motivate individuals in the organization, foster an atmosphere of collaboration between groups, and foster creativity and initiative. In the end, work life can improve overall performance, both individual performance, work unit performance and agency performance.

Employee performance will not be separated from the leadership roles that exist within the organization. This is because leadership can direct organizational goals, motivate behavior for achieving these goals, and be able to define organizational culture (Griffin 2002: 92). Leadership is an important factor of the company because in reality leaders can influence employee morale and job satisfaction, security, discipline, and especially the level of achievement of an organization (Handoko, 2001: 293). Based on the results of research Gupta (2010) and Dvir (2002) shows there is an influence

of leadership on performance. Furthermore, the results of research by Wang (2011) show that there is an effect of transformational leadership on performance.

Transformational leadership plays an important role for every organization. Transformational leadership includes developing a closer relationship between leaders and followers, not just an agreement but based more on trust and commitment (Jung and Avolio, 1999: 209 in Sunarsih, 2001). Transformational leadership involves developing closer relationships between leaders and followers, not just an agreement but based more on trust and commitment. Bass (in Sunarsih, 2001: 210) defines transformational leadership as a leader who has the power to influence subordinates in certain ways.

Leadership factors and employee discipline play an important role in employee performance. An employee who has a high level of discipline will still work well even without being supervised by a supervisor. A disciplined employee will not steal work time to do other things that have nothing to do with work. Likewise, employees who have discipline will obey the rules in the work environment with high awareness without any sense of coercion. In the end, employees who have high work discipline will have good performance because they can make the best use of their time to carry out the work in accordance with the set targets. Based on the results of Bakker's (2011) research, there is a disciplinary effect on performance. Anthony's research results (2017) show the discipline of procedures, system discipline, and disciplinary actions affecting their customers.

Motivation factors are another factor that determines performance. According to Xiaobei Li (2012) supervisors are encouraged to engage in social exchange relationships with subordinates, especially on-the-job coaching and mentoring. This will increase employee motivation and performance. Based on the results of Rich's research (2010) shows motivation influences performance.

Motivation or encouragement to work is very important in determining the level of work of the organization. The success or failure of an organization depends on the activities and creativity of employees (Indriyo, 2001: 76). Motivation will also encourage someone to work better in order to achieve the expected performance, so get what they need. Therefore, motivation is very important to be owned by leaders and employees in improving work morale and employee performance (Wursanto, 2001: 132).

High employee performance can be created if the leader is able to improve employee work discipline and is able to motivate employees to work better so that the performance targets set can be achieved. Based on the above problems, we can see how important the role of leadership, discipline and work motivation in improving employee performance and the author tries to raise it into the thesis writing with the title "The Effect of Transformational Leadership, Discipline and Employee Motivation on Employee Performance in West Sumatra BPMP".

## Methods

This research was conducted to obtain an overview of the influence of transformational leadership, discipline and motivation on the performance of West Sumatra BPMP. The population of this study is all West Sumatra BPMP Civil Servants (PNS). In this study the samples were all employees totaling 56 people. The analysis technique used in this study is path analysis.

## Results and Discussion

### First Sub Structure Analysis Results

In the analysis of the first sub-structure will be seen the influence of Transformational Leadership on Discipline. The results of data analysis for sub-structure 1 of this path analysis can be obtained as follows:

Table 1 First Sub Structure Analysis Results

No	Variable	Path Coefficient	t value	Sig	Result
1	Transformational Leadership (X1)	0,916	16,753	0,000	Significant

R Square = 0, 839

Source: Research Result, 2018

Based on data analysis it is known that the path coefficient of influence of Transformational Leadership on Discipline ( $P_{x2x1}$ ) = 0,916, with a t value of 16,753 and a significance value of 0,000. If the significance value is compared with alpha ( $= 0,05$ ) then it is evident that the significance value is smaller than alpha ( $0,000 < 0,05$ ). Thus it can be said that there is a significant influence of Transformational Leadership on Discipline of West Sumatra BPMP employees.

The results of data analysis in sub structure 1 above can be entered into the path analysis:

$$X_2 = P_{x2x1} X_1$$

$$X_2 = 0,916X_1$$

### Second Sub Structure Analysis Results

This section discusses the influence of Transformational Leadership variables and Discipline on employee motivation in West Sumatra BPMP. Based on the results of data analysis for sub-structure 2, the following values can be obtained:

Table 2 Second Sub Structure Analysis Results

No	Variable	Path Coefficient	t value	Sig	Result
1	Transformational Leadership ( $X_1$ )	0,245	2,446	0,018	Significant
2	Discipline( $X_2$ )	0,727	7,270	0,000	Significant

R Square = 0,914

Source: Research Result, 2018

The results of the analysis revealed that the F value calculated 283,213 with a significance value of 0,000. If the significance value is compared with alpha (0,05) it is proven that the significance value is smaller than alpha ( $0,000 < 0,05$ ), this means that together the variables of Transformational Leadership and Discipline have a significant effect on the motivation of West Sumatra BPMP employees. Because the F test has been fulfilled and the conclusions of Transformational Leadership and Discipline have a significant effect on the motivation of West Sumatra BPMP employees, path analysis can be carried out for partial testing.

The results of data analysis in sub structure 1 above can be entered into the path analysis::

$$X_3 = P_{x3x1} X_1 + P_{x3x2} X_2$$

$$X_3 = 0,245 X_1 + 0,727 X_2$$

### Third Sub Structure Analysis Results

Pada sub struktur 3 ini akan menganalisis pengaruh Kepemimpinan Transformasional, Disiplin dan Motivasi terhadap kinerja pegawai pegawai BPMP Sumbar. Adapun hasil analisis data pada sub struktur 3 adalah sebagai berikut :

Table 3 Third Sub Structure Analysis Results

No	Variable	Path Coefficient	t value	Sig	Result
1	Transformational Leadership ( $X_1$ )	0,230	2,555	0,014	Signifikan
2	Discipline( $X_2$ )	0,456	3,780	0,000	Signifikan
3	Motivation ( $X_3$ )	0,304	2,594	0,012	Signifikan

R Square = 0,939

Source: Research Result, 2018

The F test results revealed that the F value calculated 265,507 with a significance value of 0,000. If the significance value is compared with alpha (0,05) then it is evident that the significance value is smaller than alpha (0,000 <0,05), this means that together the variables of Transformational Leadership, Discipline and Motivation on the performance of West Sumatra BPMP employees. Because the F test has been fulfilled and the conclusion is Transformational Leadership, Discipline and Motivation towards the performance of West Sumatra BPMP employees, it can be track analysis for partial testing.

The results of data analysis in sub structure 3 above can be entered into the path analysis:

$$Y = P_{yx1} X_1 + P_{yx2} X_2 + P_{yx3} X_3$$

$$Y = 0,230 X_1 + 0,458 X_2 + 0,304 X_3$$

## Hypothesis testing

### Hypothesis 1

Data analysis for testing the first hypothesis is known as the influence path coefficient of Transformational Leadership on Discipline ( $P_{x2x1}$ ) is 0,916, with a count of 16,753 and a significance value of 0,000. If the significance value is compared with alpha ( $= 0.05$ ) then it is evident that the significance value is smaller than alpha (0,000 <0,05). Thus it can be said that Transformational Leadership has a significant effect on employee discipline.

### Hypothesis 2

Data analysis resulted that the path coefficient of influence of Transformational Leadership on Motivation ( $P_{x3x1}$ ) was 0,245, with tcount 2,446 and a significance value of 0,000. If the significance value is compared with alpha ( $= 0,05$ ) then it is evident that the significance value is smaller than alpha (0,018 <0,05). Thus it can be said that Transformational Leadership has a significant effect on employee motivation.

### Hypothesis 3

The path coefficient in the third hypothesis is the influence of Discipline on Motivation ( $P_{x3x2}$ ) is 0,727, with tcount 7,270 and a significance value of 0,000. If the significance value is compared with alpha ( $= 0,05$ ) then it is evident that the significance value is smaller than alpha (0,000 <0,05). Thus it can be said that the Discipline has a significant effect on employee motivation.

### Hypothesis 4

The path coefficient of influence of Transformational Leadership on employee performance ( $P_{yx1}$ ) is 0,230, with tcount 2,555 and a significance value of 0,014. If the significance value is compared with alpha ( $= 0,05$ ) then it is evident that the significance value is smaller than alpha (0,014 <0,05). Thus it can be said that Transformational Leadership has a significant effect on employee performance.

### Hypothesis 5

Path coefficient of influence Discipline on employee performance ( $P_{yx2}$ ) is 0,456, with a tcount of 3,780 and a significance value of 0,000. If the significance value is compared with alpha ( $= 0,05$ ) then it is evident that the significance value is smaller than alpha (0,000 <0,05). Thus it can be said that the Discipline has a significant effect on employee performance.

### Hypothesis 5

Path coefficient Motivation on employee performance ( $P_{yx3}$ ) is 0,304, with tcount 2,594 and a significance value of 0,012. If the significance value is compared with alpha ( $= 0,05$ ), it is proven that the significance value is smaller than alpha (0,012 <0,05). Thus it can be said that motivation has a significant effect on employee performance.

## **Discussion**

### **Effect of Transformational Leadership on the Discipline of West Sumatra BPMP Employees**

Based on the results of testing the first hypothesis, it is known that Transformational Leadership has a significant effect on the Discipline of West Sumatra BPMP employees. Transformational leadership has a significant effect on employee discipline, meaning that this finding results in transformational leadership contributing to the influence of work discipline. So, it can be emphasized that the better leaders in giving Idealized Influence, Inspirational Motivator, Intellectual Stimulation, and Individual Consideration will increase employee discipline.

The findings of this study prove that Transformational Leadership has an important role in shaping the performance of West Sumatra BPMP employees, meaning that the good or bad performance of employees will be determined by the role of leader style so that Transformational Leadership is one of the driving factors in improving performance. Transformational leadership is driven by the ability and attitude of leaders in motivating employees so that employees at work can improve high performance.

In line with research conducted by Hidayat (2016) states there is a positive relationship between Transformational Leadership and Discipline in employees. This means that the higher the Transformational Leadership, the higher the level of employee discipline. Ondari (2016) and Sutarmaningtyas (2014) showed that transformational leadership and transactional leadership influence work discipline. In line with the results of the Hafidulloh study (2017) which shows that transformational leadership influences work discipline which also affects its performance.

### **The Influence of Transformational Leadership on the Motivation of West Sumatra BPMP Employees**

Based on the results of testing the second hypothesis, it is known that Transformational Leadership has a significant effect on the motivation of West Sumatra BPMP employees. The existence of high Transformational Leadership will create high motivation for employees in carrying out their daily tasks. So, the results of this influence can be asserted that the better the leaders in giving Idealized Influence, Inspirational Motivator, Intellectual Stimulation and Individual Consideration will increase employee motivation.

The findings of this study prove that Transformational Leadership is an important factor in organizations that affect employee motivation. Employees will have good motivation if supported by leadership that is able to influence towards better change.

Based on the findings of this study, it can be said that Transformational Leadership of a leader is a key factor in relation to the fellow helper between employees, working above company standards and manners to employees. So that if the motivation of employees is strong with their organization (institution) then they are able to show good performance. Motivation also makes someone carry out his work professionally and actively encourages the creation of a harmonious cooperative relationship with all parties in his organization.

Research conducted by Suwuh (2015) states that there is a positive relationship between Transformational Leadership and Motivation in employees. This means that the higher the Transformational Leadership towards employees, the higher the level of motivation of employees. Ahmad's research results (2014) which showed that transformational leadership had a significant effect on work motivation. Then the results of Islamic research (2012) show that transformational leadership and transactional leadership influence employee motivation. More specifically, the results of Almintisir's research (2013) showed that transformational leadership has an effect on the work motivation of employees in the public sector

### **The influence of discipline on the motivation of West Sumatra BPMP employees**

The results of testing the third hypothesis, it is known that the Discipline has a significant effect on the motivation of West Sumatra BPMP employees. Discipline has a significant effect on employee motivation, meaning that this finding results in discipline contributing to the influence of work



motivation. So, it can be stressed that the higher the Preventive Actions, Retributive Actions, and Human Relationships among employees and superiors will increase employee motivation. The existence of high discipline will create high motivation for employees in carrying out their daily tasks.

This research proves that Discipline is an important factor in the organization that affects the motivation of West Sumatra BPMP employees. Employees will have polite and virtuous behavior if supported by high quality of life in work in carrying out their duties.

Judging from the main tasks and functions that are quite heavy, an employee with high quality of life in work will be more responsible for the work and the quality of his work. With quality work will work sincerely and earnestly, so that employees can carry out the work in accordance with the rules, guidelines and regulations that apply. The quality of one's work towards the task is a very important aspect, because someone who has a good quality of life will have a high performance, both to the task, leader and organization. Employees who have a balanced quality of life in terms of fairness indicate professional quality and ability.

Research conducted by Jeffrey (2017) states that there is a positive relationship between discipline and motivation in employees. This means that the higher the discipline of employees, the higher the level of motivation. In line with Somayeh's (2013) research that produces positive discipline influences motivation. Rachmawati's research (2017) shows that work discipline and work motivation have a chore. The better the work discipline can increase motivation, on the contrary with the better motivation, the work discipline will increase.

### **The Effect of Transformational Leadership on the Performance of West Sumatra BPMP Employees**

Based on the results of the fourth hypothesis analysis, it is known that Transformational Leadership has a significant effect on the performance of West Sumatra BPMP employees. Employee performance will increase if there is a high Transformational Leadership from within the leader itself. So, it can be emphasized that the better the leaders in giving Idealized Influence, Inspirational Motivator, Intellectual Stimulation, and Individual Consideration, the performance of West Sumatra BPMP employees will increase.

Thus it can be said that Transformational Leadership is very necessary in carrying out its main tasks and functions especially for employees who are tasked with providing better services in West Sumatra BPMP. The existence of employee performance is certainly caused by many factors. The findings of this study prove that the factors that influence employee performance are Transformational Leadership.

Besides, the results of this study prove that Transformational Leadership influences work discipline and the quality of employee work. This means that with the existence of a good leader transformation spirit, employees will seriously complete their tasks well because of the convenience in working without the excessive command or coercion of the leader. The impact is that the person concerned will work optimally to prove and demonstrate to superiors and colleagues that the work achieved is the result of education, they are competing in improving discipline.

Research conducted by Braun (2013) states that there is a positive relationship between Transformational Leadership and employee performance. This means that the higher the Transformational Leadership towards employees, the higher the level of performance. Employees who feel more attention from leaders will be motivated to work passionately and will have high creativity and innovation in work. Thus the performance of employees becomes increased and the goals of the organization will be achieved. Based on the results of research Gupta (2010) and Dvir (2002) shows there is an influence of leadership on performance. Furthermore, the results of research by Wang (2011) show that there is an effect of transformational leadership on performance.

### **The Influence of Discipline on the Performance of West Sumatra BPMP Employees**

Based on the results of testing the fifth hypothesis it is known that Discipline has a significant effect on the performance of West Sumatra BPMP employees. Employee performance will increase if there are employees who have high discipline in carrying out daily tasks. Discipline has a significant

effect on employee performance, meaning that these findings result in discipline contributing to improving employee performance. So, it can be stressed that the higher the Preventive Actions, Retributive Actions, and Human Relationships among employees and superiors will improve the performance of West Sumatra BPMP employees.

Organizations must be able to provide welfare for their employees, and become the driving force for most members of the organization as a legitimate game rule to achieve the desired goals. Generally employee performance will be determined by employee discipline because the better quality of life and employee work will improve employee performance in carrying out their duties.

The findings of this study are supported by the results of the description analysis which found that employee performance is included in the good enough category that is influenced by the discipline that is in the good category. This proves that there is a significant influence from discipline on employee performance where good quality of life and work will certainly improve the quality of employee work.

Research conducted by Hidayat (2016) states that there is a positive relationship between discipline and performance in employees. This means that the higher the discipline of employees, the higher the level of performance will be. Work discipline influences the performance of West Sumatra BPMP employees. The results of Bakker's research (2011) show that there is a discipline influence on performance. Anthony's research results (2017) show the discipline of procedures, system discipline, and disciplinary actions affecting their customers.

### **The Effect of Motivation on the Performance of West Sumatra BPMP Employees**

The sixth hypothesis is "Motivation has a significant effect on the performance of West Sumatra BPMP employees". Thus it can be said that motivation has a significant effect on employee performance, meaning that these findings result in work motivation contributing to improving employee performance. So, it can be stressed that the higher the achievement needs, the need for power, and the needs of employee affiliation will improve the performance of West Sumatra BPMP employees.

Employees who have voluntary attitudes and are able to be responsible for high organizational life will work more quickly, damage can be reduced, absenteeism can be minimized, complaints and warnings can be avoided and strikes can be eliminated. So spontaneous voluntary attitude and being able to take high responsibility among employees will lead to positive work behavior of employees in carrying out their duties.

In line with the research conducted by Suwuh (2015) states there is a positive relationship between motivation and performance in employees. This means that the higher the motivation of employees, the higher the level of performance. High work motivation from employees will make them motivated to achieve their own goals and organizational goals so that the desired level of success of an organization can be achieved. According to Xiaobei Li (2012) supervisors are encouraged to engage in social exchange relationships with subordinates, especially on-the-job coaching and mentoring. This will increase employee motivation and performance. Based on the results of the study Rich (2010) shows motivation influences performance.

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