

The Influence of Transformational Leadership and Work Discipline On Organizational Performance Through Motivation at Perum Percetakan Negara Republic of Indonesia

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ABSTRACT

This study aims to determine the effect of transformational leadership and work discipline on organizational performance through simultaneous motivation, partially determine the effect of transformational leadership on organizational performance, determine the effect of work discipline on organizational performance partially, determine the effect of motivation on organizational performance partially, determine the effect of work discipline on organizational performance transformational leadership on organizational performance through motivation and knowing the effect of work discipline on organizational performance. The research was conducted on employees of PERUM Printing State of the Republic of Indonesia. Sampling involving 68 employees. Data analysis using path analysis.

The result of transformational leadership and work discipline simultaneously have an important influence on organizational performance. The transformational leadership variable partially affects organizational performance. The work discipline variable partially affects organizational performance. The motivation variable partially affects organizational performance. The direct influence of transformational leadership on organizational performance is 0.282 while the indirect effect of transformational leadership through motivation on organizational performance is $0.177 \times 0.230 = 0.0407$, which means that the value of indirect influence is greater than the value of direct influence so that it can be concluded that the motivation variable as intervention variables. The direct effect of work discipline on organizational performance is 0.045 while the indirect effect of work discipline through motivation on organizational performance is $-0.124 \times 0.230 = -0.02852$, which means that the value of indirect influence is greater than the value of direct influence so that it can be concluded that the variable motivation as an intervening variable.

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

Introduction

At this time companies or organizations focus on improving organizational performance because organizational performance is a measuring tool that plays an important role in assessing and evaluating the success or failure of organizational goals in a company. This means that organizational performance can be seen from the extent to which the organization can achieve goals based on predetermined goals. So, information about organizational performance is a very important thing. This is supported by Tangkilisan (2005) that "Organizational Performance is a description of the level of achievement of the implementation of tasks within an organization, in realizing the

goals, objectives, mission, and vision of the organization". And while according to Pasolong (2007) "Organizational performance is the overall organizational effectiveness for the defined needs of each relevant group through systemic efforts and continuously improving the organization's ability to achieve its needs effectively". In addition, leadership greatly affects the performance of the relevant group organization through systemic efforts and continuously improving the organization's ability to achieve its needs effectively.

In realizing good organizational performance and running smoothly, the role of the leader in it greatly influences everything, one of which is being able to provide inspiration and support from

leaders in jointly realizing the company's vision and mission that has been set. This is supported by Robbins (2010) stating that, "Transformational leadership as a leader who inspires followers to go beyond their personal interests which is able to have a profound and extraordinary impact on followers". And the existence of work discipline in an organization will run smoothly according to the rules that have been set, supported by Siswanto (2013) Discipline is "An attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and able to carry it out and does not avoid receiving sanctions if he violates the duties and authorities given to him. Besides that, motivation also affects organizational performance, according to Wibowo (2010) defining "Motivation is an encouragement to a series of processes of human behavior in achieving goals. While the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having a purpose.

Based on previous research, it can be seen that according to Chi, et al (2016) that Transformational Leadership has a significant influence on organizational performance. Previous research according to Abdi (2019) that motivation has a positive effect on organizational performance, and the results obtained show that if employees are positively motivated and rewarded, it increases their survival and productivity, which is sure to improve organizational performance.

The State Printing Corporation of the Republic of Indonesia is a state-owned company engaged in printing which is intended to meet the needs of printed materials containing documents and information products issued by the government. The problem with organizational performance in internal processes within Perum PNRI is that it is suspected that the implementation of the leadership side obtained by employees has not met expectations. Leaders who are too ambitious and pay less attention to employees can affect the performance of the organization in it. In addition, the next problem is in work discipline. Work discipline within the company is very unnoticed according to the lack of discipline in work seen from the attendance listed. The problem of lack of motivation given by the leadership is also suspected to be the cause of the decrease in morale. Employees who work very pressed in conditions of compulsion and lack of enthusiasm. One of the problems that affect the decline in organizational performance is work discipline.

Literature Review

Organizational Performance

Organizational performance according to Tangkilisan (2005: 175) "is a description of the level of achievement of the implementation of tasks within an organization, in realizing the goals, objectives, mission, and vision of the organization".

There are various dimensions in measuring organizational performance put forward by experts, including (Sudarmanto, 2009:11-12) which suggests that there are four dimensions that can be used as benchmarks or indicators in assessing organizational performance, namely:

1. Quality, namely: the level of error, damage, accuracy.
2. Quantity, namely: the number of jobs produced.

3. Use of time at work, namely: absenteeism, tardiness, effective working time/lost working hours.
4. Cooperation with others in work.

Transformational Leadership

Transformational Leadership according to Robbins (2010) states that, "Transformational leadership as a leader who inspires followers to go beyond their personal interests which is able to have a profound and extraordinary impact on followers".

The indicators of Transformational Leadership according to Robbins (2010), namely:

1. The idealized influence of the leader must be a good example, which his employees can follow, so that it will generate respect and trust in the leader.
2. Inspirational motivation is described as a leader who is able to articulate clear expectations for subordinates' achievements, demonstrates his commitment to all organizational goals, and is able to inspire team spirit in the organization through growing enthusiasm and optimism.
3. Intellectual stimulation is described as the behavior of leaders who are able to grow new ideas, provide creative solutions to problems faced by subordinates, and motivate subordinates to seek new approaches in carrying out organizational tasks.
4. Individualized is described as a leader who is willing to listen attentively to the input of subordinates and specifically wants to pay attention to the needs of subordinates for career development.

Work Discipline

Work discipline according to Siswanto (2013) is "An attitude of respect, respect, obedience and obedience to the applicable regulations, both written and unwritten and is able to carry it out and does not avoid receiving sanctions if he violates his duties and authorities given to him."

The indicators in work discipline according to Rivai (in Nisa, 2016) explain that work discipline has several components that can be used as indicators that affect the level of employee discipline in an organization, which are as follows:

1. Presence. This is a basic indicator to measure discipline, and usually employees who have low work discipline are accustomed to arriving late or leaving work early.
2. Compliance with Obligations and Work Regulations. Employees who obey work regulations will not neglect work procedures and will always follow the work guidelines set by the organization.
3. Adherence to Work Standards. This can be seen through the magnitude of the employee's responsibility for the tasks assigned to him.
4. High Alert Level. Employees who have high vigilance will always be careful, calculating and thorough in their work and always use things effectively and efficiently.
5. Work Ethical/ethical at work. Some employees may engage in disrespectful behavior towards customers or engage in inappropriate behavior. This is a form of disciplinary action (not complying with regulations), thus affecting work discipline.

Motivation

Motivation according to Wibowo (2010) "Motivation is an encouragement to a series of processes of human behavior in achieving goals. While the elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having a purpose.

According to David McClelland (in Miftah Toha, 2012) indicators in motivation, namely:

1. Achievement needs. It means that a person wants to always be seen as successful in his life, with the success he has for sure that all his needs will be met. Examples: challenges at work, responsibilities, rewards and work performance.
2. Need for power. It means that a person has a need to influence others, and seeks to dominate others. Example: position in a group, looking for opportunities to expand power.
3. Need for affiliation (need for organization). It means that everyone has a need for a friendly environment and can work together in organizations. Example: organizational relations, cooperation.

Research Methods

Research time and location

The object of research is the employees of the State Printing Corporation of the Republic of Indonesia (PNRI), which is located on Jl. State Printing No.21, RT.19/RW.7, Johar Baru,

Kec. Johar Baru, Central Jakarta City, Special Capital Region of Jakarta 10560. The time of the research was carried out from April to June 2020.

Population and sample

The population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2011). The subject used in this research is Perum Printing Negeri Republic of Indonesia with a total of 210 employees. Based on the results of the calculations that the researchers did, the sample taken from the population was 68 respondents.

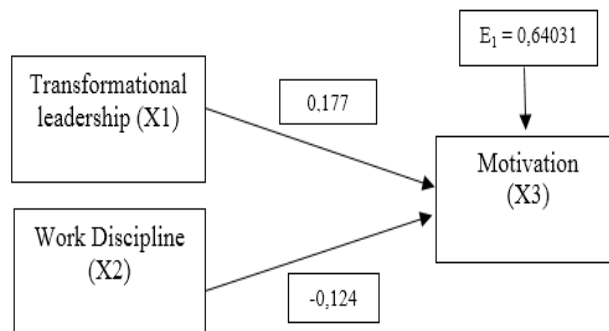
Data management techniques

The data obtained in this study need to be further processed so that analysis can be carried out and an appropriate conclusion can be drawn. Therefore, it is necessary to determine data processing techniques that are in accordance with the research objectives to be achieved, as well as to test the truth of the hypothesis. The stages of data processing carried out are:

1. Conducting instrument test/questionnaire
2. Doing classical assumption test
3. Doing hypothesis testing.

Research Result

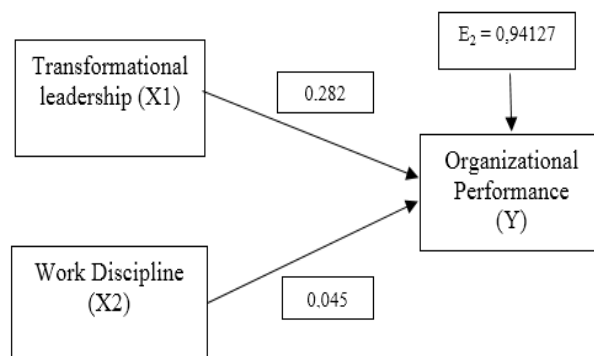
Hypothesis Testing 1



Based on the picture above, it is known that the influence of transformational leadership on motivation is 0.177 with a significance value of 0.067 while the effect of work discipline on motivation is -0.124 with a significance value of 0.200, for an el

value of 0.64031. The significance value of the two variables is smaller than 0.05. So it can be concluded that transformational leadership and work discipline have a positive effect on motivation.

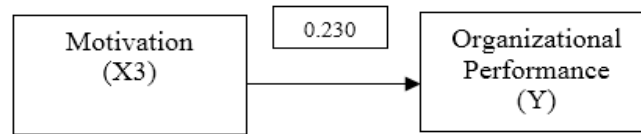
Hypothesis Testing 2



Based on the picture above, it is known that the influence of transformational leadership on organizational performance is 0.282 with a significance value of 0.003 while the effect of work discipline on organizational performance is 0.045 with a

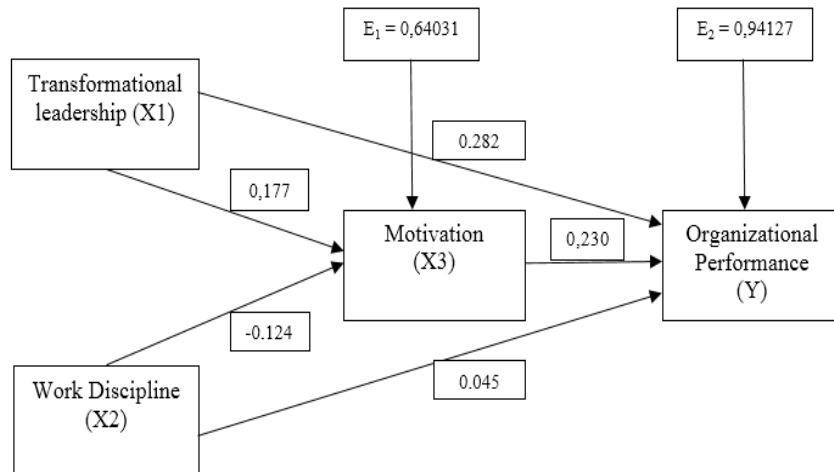
significance value of 0.646, for the e2 value of 0.94127. The significance value of the two variables is smaller than 0.05. So it can be concluded that transformational leadership and work discipline have a positive effect on organizational performance.

Hypothesis Testing 3



Based on the picture above, it is known that the influence of variables is smaller than 0.05. So it can be concluded that leadership style on employee performance is 0.230 with a motivation has a positive effect on organizational performance. significance value of 0.016. The significance value of the two

Hypothesis Testing 4



Based on the picture above, it is known that the influence of transformational leadership on organizational performance is 0.282 while the indirect effect of transformational leadership through motivation on organizational performance is $0.177 \times 0.230 = 0.0407$, which means that the value of indirect influence is greater than the value of direct influence. So it can be concluded that the motivation variable as an intervening variable.

The direct effect of work motivation on organizational performance is 0.045 while the indirect effect of work discipline through motivation on organizational performance is $-0.124 \times 0.230 = -0.02852$ which means that the value of indirect influence is more than the value of direct influence, so it can be concluded that the motivation variable as an intervening variable.

Conclusion

Based on the results of research and data analysis of transformational leadership variables and work discipline on organizational performance through motivation, the following conclusions can be drawn:

1. Based on the results that have been carried out, it can be obtained the results of the direction of the relationship produced by the independent variable on the dependent variable, assuming other variables are constant or showing a positive relationship between the variables of transformational leadership, work discipline and motivation. Through this estimator, it can be illustrated that the transformational leadership of the state printing company of the republic of Indonesia must increase the standard of transformational leadership on organizational performance. Likewise, work discipline in the state printing company of the Republic of Indonesia must provide motivation to have a good impact on organizational performance. So, it can be

concluded that transformational leadership and work discipline affect organizational performance. As explained in the previous point regarding the description of the transformational leadership variable in the printing company of the Republic of Indonesia on the organizational performance of results

2. Data analysis shows that transformational leadership has an effect on organizational performance. In this study, it is proven that research that has been tested through t-test found a positive and significant influence on the transformational leadership variable on organizational performance with the hypothesis stating that the influence of Transformational Leadership on organizational performance is accepted.
3. Regarding the description of the variable work discipline in the printing company of the Republic of Indonesia on organizational performance, the results of data analysis show that work discipline has an effect on organizational performance. In this study, it was proven that research that had been tested through t-test found a positive and significant effect on the work discipline variable on organizational performance with the hypothesis stating that the effect of work discipline on organizational performance was accepted.
4. The motivation that has been explained in the previous point regarding the description of the motivation variable given by the printing company of the Republic of Indonesia to the performance of the organization that every company must provide motivation in terms of doing work such as the ease of getting support, high salaries, rewards bonuses for organizational performance. This is evidenced in research that has been tested through t-test found a positive and significant influence on motivational variables on

organizational performance with the hypothesis stating that the role of motivation on organizational performance is accepted.

5. The use of time at work is still very weak. Because the targets and deadlines that have been set are actually more frequent delays and procrastination. This means that the company receives improvements in the use of working time for the targets that have been set.

Suggestion

Based on research from transformational leadership, work discipline, motivation and organizational performance with each indicator, when viewed from the organizational performance variable indicator (Y) that needs to be improved by the printing company of the Republic of Indonesia, it is the conformity of expectations of the quality produced, namely, increased efficiency, effectiveness, productivity, service quality, etc., after that development is carried out in organizational performance,

then from the transformational leadership variable indicator (X1) that needs to be improved the printing company of the republic of Indonesia is a leader who focuses on achieving changes in values, beliefs, attitudes, behavior, and needs subordinates towards better changes in the future will be able to direct employees to perform better. Meanwhile, the indicators of the work discipline variable (X2) that need to be improved by the printing companies of the republic of Indonesia are Fulfilling the Rights of Employees Fairly and Transparently, Treating Employees as Friends, Creating a Comfortable and Conducive Work Environment. Make Rules Naturally Firm But Still Humane. Listen to Employee Ideas and Opinions, Next from the work motivation variable indicator (X3) that needs to be improved by the printing company of the republic of Indonesia is to provide rewards for outstanding employees, strengthen the kinship of fellow employees. Recognize the strengths and weaknesses of each employee, Provide employee training regularly and periodically.

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