



Effect of Transformational Leadership and Work Discipline on Employee Performance via Job Satisfaction

Soeka Indarto^{1*}, Bambang Raditya Purnomo²

^{1,2}Dr. Soetomo University, Indonesia

*Corresponding author: soeka81@gmail.com |

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Abstract

Purpose: This study aims to analyze the influence of transformational leadership style and work discipline on employee performance through job satisfaction as an intervening variable.

Research Methodology: The study's objective was to examine the employees of Bappedalitbang Mojokerto City, with a population of 35 people. This study used a quantitative research method. The Partial Least Squares (PLS) technique was used for analysis, with validity, reliability, and hypothesis tests.

Results: Transformational leadership and work discipline significantly influence job satisfaction and employee performance, both directly and indirectly through job satisfaction.

Conclusions: Transformational leadership style and work discipline significantly influence employee performance, both directly and indirectly through job satisfaction. Job satisfaction acts as a key mediating factor enhancing the effects of leadership and discipline.

Limitations: This study is limited to 35 employees from a single government agency and uses a cross-sectional design, which may affect generalizability and prevent observing performance changes over time.

Contributions: The study provides empirical evidence that leadership and discipline enhance performance via job satisfaction, offering practical guidance for public sector managers to improve employee motivation, engagement, and overall performance.

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

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1. Introduction

Companies are required to continuously improve the quality of their human resources in order to remain competitive and achieve organizational goals effectively. Improving the quality of human resources is a strategic effort that enables employees to enhance their performance in carrying out assigned tasks (Eritasari, 2023). In modern organizational management, employee performance is considered one of the key determinants of organizational success and sustainability. A company can only grow and develop optimally when its employees are able to perform their duties effectively, efficiently, and in accordance with established standards (Nugraha & Purnomo, 2022).

According to Mangkunegara (2017), 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 them. This definition emphasizes that performance is not only related to the amount of work completed but also the quality of outcomes produced by employees. In other words, the continuity and success of a company are highly determined by the performance of its employees in executing their roles and responsibilities within the organization (Wijayanto & Purnomo, 2023).

Furthermore, Siagian (2015) explains that employee performance is influenced by several factors, namely salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication, and other supporting factors. These variables collectively shape employee behavior and attitudes in the workplace, which ultimately affect their productivity and performance outcomes. Therefore, organizations must pay attention to these factors in order to create an optimal working environment that supports high employee performance (Winarko & Purnomo, 2023).

In addition, job satisfaction is an important psychological aspect that influences employee behavior and performance (Nimtur et al., 2024). Hasibuan (2016) states that job satisfaction is an emotional attitude that is pleasant and reflects a sense of liking toward one's job. This attitude is reflected in work morale, discipline, and overall performance. Employees who experience high job satisfaction tend to show enthusiasm, dedication, and a strong sense of attachment to their work and organization. Similarly, Handoko (2015) defines job satisfaction as a pleasant or unpleasant emotional state experienced by employees in relation to their work. This indicates that job satisfaction plays a significant role in determining employee motivation and productivity within an organization (Haryanto et al., 2023).

Leadership style is also an important factor that influences employee performance. Mangkunegara (2017) and Putra et al. (2023) define transformational leaders as leaders who inspire their followers to set aside personal interests for the greater good of the organization and who are able to exert significant influence on their followers (Bantilan et al., 2024; Sirait et al., 2023). Transformational leaders are expected to align their vision with that of their subordinates and elevate employee needs to higher levels, thereby encouraging employees to achieve better performance and contribute more effectively to organizational goals (Alfian et al., 2024; Chow & Singh, 2023).

Another important factor influencing employee performance is work discipline. According to Handoko (2015), discipline is a management activity that implements organizational standards. Employees with high levels of discipline tend to carry out their duties in accordance with established rules, standards, responsibilities, and procedures (Hasan, 2022). Work discipline ensures consistency in employee behavior and contributes to the achievement of organizational effectiveness and efficiency (Agusinta et al., 2021; Kurbani et al., 2023).

Based on preliminary observations conducted at the Bappedalitbang of Mojokerto City over the last five months, it was found that there was a relatively high percentage of employee lateness. This condition indicates that there are still issues related to employee discipline that may affect overall performance. The following is the employee attendance data from August 2023 to December 2023 at the Bappedalitbang of Mojokerto City, which illustrates the level of absenteeism and lateness among employees during the observed period.

2. Literature Review

2.1 Transformational Leadership Style

Transformational leadership is a style in which leaders inspire employees to prioritize organizational goals over personal interests (Rizqi & Sakinah, 2021). Leaders using this approach foster motivation, engagement, and loyalty by providing a clear vision and aligning their goals with those of their subordinates (Amegayibor, 2021). Employees under transformational leaders are encouraged to exceed expectations

and take initiatives that benefit both themselves and the organization (Prinhandaka et al., 2022).

This leadership style positively affects job satisfaction by creating a supportive and motivating work climate. Employees feel valued, recognized, and empowered to contribute, which enhances their emotional and psychological attachment to the organization (Satria, 2021). High job satisfaction under transformational leadership further strengthens employee performance and commitment (Saputra & Kusnadi, 2021). Moreover, transformational leaders influence organizational culture by promoting innovation, trust, and open communication. Their ability to elevate subordinates' needs and inspire intrinsic motivation ensures that employees remain engaged and committed, leading to improved overall organizational performance and productivity (Makambe & Moeng, 2019).

2.2 Work Discipline

Work discipline refers to the adherence of employees to organizational rules, regulations, and standards in carrying out their responsibilities (Setyawati & Aristiyanto, 2021). Disciplined employees consistently perform their tasks efficiently and accurately, reducing errors and maintaining high-quality outputs. Strong work discipline is essential in public sector organizations, where adherence to procedure ensures fairness, accountability, and compliance with regulations (Fernando & Surjandari, 2022; Ichdan, 2024).

Employees with high discipline tend to demonstrate better time management, task prioritization, and responsibility, which contributes to higher performance levels. Discipline not only affects the quantity of work but also impacts the quality, as employees are more likely to follow standardized procedures and organizational guidelines (Fernando & Surjandari, 2022). Additionally, work discipline indirectly enhances job satisfaction by creating a structured and predictable work environment. Employees who understand expectations and standards experience less confusion and stress, which improves morale, engagement, and their overall satisfaction with their work (Kurbani et al., 2023).

2.3 Job Satisfaction

Job satisfaction is an emotional state that reflects employees' feelings of pleasure or displeasure regarding their work. It influences employees' motivation, engagement, and commitment to organizational objectives (Wardhani & Ullly, 2021). High job satisfaction encourages employees to be more proactive, productive, and invested in achieving organizational goals. Satisfied employees are more likely to display positive work behaviors, including collaboration, innovation, and adherence to standards (Rahman & Shanjabin, 2022). Job satisfaction serves as a mediator between leadership and discipline practices and employee performance, amplifying the effectiveness of organizational strategies (Kabdiyono & Akbar, 2021; Nugraha & Purnomo, 2022). Job satisfaction is influenced by multiple factors, including recognition, compensation, work environment, and leadership style. Organizations that prioritize employee satisfaction can achieve higher retention, lower turnover, and a more committed workforce, which ultimately contributes to sustained performance improvements (Tabasum & Ghosh, 2021).

2.4 Employee Performance

Employee performance measures the quality and quantity of work completed in accordance with assigned responsibilities. High performance is critical for organizational effectiveness, especially in government institutions where service quality and accountability are key performance indicators (Sinta & Purnomo, 2023; Subagyo et al., 2022). Performance is influenced by both intrinsic and extrinsic factors, including leadership, discipline, motivation, and job satisfaction. Employees who are motivated, disciplined, and satisfied with their work are more likely to achieve targets efficiently and effectively (Nuraeni et al., 2022).

Consistently high-performing employees contribute to organizational stability and growth. Their commitment ensures that objectives are met, resources are utilized optimally, and the organization maintains

credibility with stakeholders (Keke et al., 2021). Monitoring and supporting performance through training, leadership, and engagement strategies are essential for sustainable organizational success (Parmenas, 2021; Wijayanti & Santoso, 2022).

2.5 Mediating Role of Job Satisfaction

Job satisfaction acts as a mediator between transformational leadership, work discipline, and employee performance. While leadership and discipline directly influence performance, their effect is significantly amplified when employees are satisfied with their jobs (Nimtur et al., 2024).

Employees with higher satisfaction levels are more motivated and engaged, allowing leadership and discipline practices to effectively translate into improved outcomes. Satisfied employees demonstrate stronger commitment, proactivity, and adherence to organizational standards, enhancing overall performance. Understanding the mediating role of job satisfaction is crucial for designing HR and management strategies (Parmenas, 2021; Saputra & Kusnadi, 2021). By fostering both discipline and supportive leadership, organizations can increase satisfaction levels, which ultimately leads to higher employee performance and organizational efficiency (Rahman & Shanjabin, 2022; Tabasum & Ghosh, 2021).

3. Methodology

3.1 Population and Sample

The population in this study was all ASN employees in the Bappedalitbang of Mojokerto City, totaling 35 people. The sampling technique used was either saturated or census sampling. Saturated or census sampling is a sampling technique in which 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 (Sugiyono, 2015).

3.2 Analysis Method

The data analysis method used was Partial Least Squares (PLS). PLS is a new analytical technique pioneered by Herman World and 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 was used to test the validity and reliability of the measuring instruments, and the structural model was used to test causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis (Stone, 1974).

4. Results and Discussion

4.1 Results

4.1.1 Inner Model Evaluation

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

Table 1. R-Square Values

Variable	R-Square	Description
Job Satisfaction (Z)	0.886	Reliable
Employee Performance (Y)	0.958	Reliable

Source: Processed using Partial Least Squares (PLS)

Based on Table 1, the Employee Performance Variable (Y) is influenced by Transformational Leadership Style (X1), Work Discipline (X2), and Job Satisfaction (Z) by 0.958 or 95.8% (strong). The remaining factors were influenced by others and were not studied further. The Job Satisfaction variable (Z) is influenced by Transformational Leadership Style (X1) and Work Discipline (X2) by 0.886 or 88.6% (strong). The remaining factors were influenced by others and were not studied further.

4.1.2 Hypothesis Testing

The results of hypothesis testing were conducted by examining 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 value and the p-value is below 0.05, the relationship between the variables is considered significant and can be analyzed further. With 35 data points, the t-table value ($\alpha = 5\%$) is 2.030. The results of the hypothesis testing are presented in the following table:

Table 2. Direct Effects Hypothesis Testing Results

Hypothesis	Relationship	t-table	t-statistics	P-value	Description
H1	Transformational Leadership (X1) → Job Satisfaction (Z)	2.030	5.070	0.000	Significant
H2	Work Discipline (X2) → Job Satisfaction (Z)	2.030	2.335	0.020	Significant
H3	Transformational Leadership (X1) → Employee Performance (Y)	2.030	2.721	0.007	Significant
H4	Work Discipline (X2) → Employee Performance (Y)	2.030	2.427	0.015	Significant
H5	Job Satisfaction (Z) → Employee Performance (Y)	2.030	3.774	0.000	Significant

Source: Processed using Partial Least Squares (PLS)

Based on Table 2, it can be observed that transformational leadership and work discipline significantly influence both job satisfaction and employee performance, both directly and through mediation by job satisfaction.

Table 3. Indirect Effects Hypothesis Testing Results

Hypothesis	Relationship	t-table	t-statistics	P-value	Description
H6	Transformational Leadership (X1) → Job Satisfaction (Z) → Employee Performance (Y)	2.030	2.847	0.004	Significant
H7	Work Environment (X2) → Job Satisfaction (Z) → Employee Performance (Y)	2.030	2.039	0.042	Significant

Source: Processed using Partial Least Squares (PLS)

Based on Table 3, it can be observed that both transformational leadership and work environment have significant indirect effects on employee performance through job satisfaction. These results indicate that job satisfaction acts as a mediator, enhancing the influence of leadership and environmental factors on performance outcomes.

4.2 Discussion

4.2.1 The Influence of Transformational Leadership Style on Job Satisfaction

The results of the study showed that the t-value was greater than the t-table ($5.070 > 2.030$) and the P-value was 0.000 ($p < 0.05$). The results of this analysis show that the hypothesis stating that transformational leadership style has a significant effect on job satisfaction is accepted. These findings are in accordance with the results of Nugrahaningsih and Julaela (2017), which showed that transformational leadership style significantly affects job satisfaction.

4.2.2 The Influence of Work Discipline on Job Satisfaction

The results of the study showed that the t-value was greater than the t-table ($2.335 > 2.030$) and the P-value was 0.020 ($p < 0.05$). This analysis shows that the hypothesis stating that work discipline has a significant effect on job satisfaction is accepted. These results are consistent with Nugrahaningsih and Julaela (2017) and Siagian and Khair (2018), which show that work discipline significantly affects job

satisfaction.

4.2.3 The Influence of Transformational Leadership Style on Employee Performance

The study results indicated that the t-value was greater than the t-table ($2.721 > 2.030$) and the P-value was 0.007 ($p < 0.05$). The hypothesis stating that transformational leadership style has a significant effect on employee performance is accepted. These findings align with [Andriani et al. \(2023\)](#), which report a similar effect.

4.2.4 The Influence of Work Discipline on Employee Performance

The results showed that the t-value was greater than the t-table ($2.427 > 2.030$) and the P-value was 0.015 ($p < 0.05$). The hypothesis that work discipline significantly affects employee performance is accepted. These findings are consistent with [Andriani et al. \(2023\)](#).

4.2.5 The Influence of Job Satisfaction on Employee Performance

The results showed that the t-value was greater than the t-table ($3.774 > 2.030$) and the P-value was 0.000 ($p < 0.05$). The hypothesis stating that job satisfaction significantly affects employee performance is accepted. These results align with [Andriani et al. \(2023\)](#).

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

The study indicated that the t-value was greater than the t-table ($2.847 > 2.030$) and the P-value was 0.000 ($p < 0.05$). This analysis confirms that transformational leadership style significantly affects employee performance through job satisfaction. These findings are in accordance with [Nugrahaningsih and Julaela \(2017\)](#).

4.2.7 The Influence of Work Discipline on Employee Performance through Job Satisfaction

The results showed that the t-value was greater than the t-table ($2.039 > 2.030$) and the P-value was 0.042 ($p < 0.05$). The hypothesis stating that work discipline significantly affects employee performance through job satisfaction is accepted. These results are consistent with [Nugrahaningsih and Julaela \(2017\)](#) and [Siagian and Khair \(2018\)](#).

5. Conclusions

Based on the results of the research conducted through data collection and analysis using Partial Least Squares (PLS), it can be concluded that transformational leadership style and work discipline have a significant direct influence on job satisfaction and employee performance. Transformational leadership style contributes to increasing employee job satisfaction by motivating and inspiring employees to work more effectively toward organizational goals. Likewise, work discipline plays an important role in improving employee job satisfaction because disciplined employees tend to carry out their duties and responsibilities in accordance with organizational standards. In addition, transformational leadership style and work discipline also significantly influence employee performance, indicating that effective leadership and high discipline can encourage employees to achieve better work outcomes.

Furthermore, the findings also reveal that job satisfaction has a significant direct influence on employee performance. Employees who experience higher levels of job satisfaction are more likely to demonstrate better performance in completing their work responsibilities. The indirect effect analysis further indicates that transformational leadership style and work discipline significantly influence employee performance through job satisfaction. This suggests that job satisfaction acts as a mediating variable that strengthens the relationship between transformational leadership style, work discipline, and employee performance within the organization.

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Author Contributions

SI conceptualized the study, designed the methodology, and supervised data collection. BRP performed data analysis, interpreted the results, and drafted the manuscript. Both authors reviewed and approved the final version of the manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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