

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND JOB SATISFACTION ON WORK DISCIPLINE AND EMPLOYEE PERFORMANCE IN THE DEPARTMENT OF WOMEN'S EMPOWERMENT AND CHILD PROTECTION, POPULATION CONTROL AND FAMILY PLANNING IN GIANYAR DISTRICT

¹Kadek Yudi Prawira Jaya, ²I Ketut Setia Septa, ³Ni Putu Cempaka Dharmadewi Atmaja
^{1,2,3}Universitas Mahasaraswati Denpasar

ABSTRACT

This research aims to determine the influence of transformational leadership style and job satisfaction on work discipline and employee performance at the Department of Women's Empowerment and Child Protection, Population Control and Family Planning, Gianyar Regency. The population used in this research was 54 employees, the sample in this research was 54 employees. Data analysis techniques used is *Partial Least Square (PLS)* with use *Smart PLS 4.0.9 software*. Research result This show that style leadership transformational influential positive and significant direct to discipline Work. Satisfaction Work influential positive and significant to discipline Work. Leadership style transformational influential positive and significant to performance employee. Satisfaction Work influential positive and significant to performance employee. Discipline Work influential positive and significant to performance employee. Discipline Work capable mediate in a way Partial influence style leadership transformational to performance employee. Discipline Work capable mediate in a way Partial influence satisfaction Work to performance employee. So it is recommended that employees capable increase trust himself, as well company must capable set working hours' employees to comply with what was expected company, satisfaction Work as one of the consideration in effort increase performance employee.

KEYWORDS: style leadership transformational, satisfaction work, discipline Work and performance employee

1. INTRODUCTION

Employee performance really helps the company in achieving short-term and long-term goals. Employee performance is the ultimate goal and is a way for various managers to ensure that employee activities and output produced are in accordance with organizational goals Bano, et al (2023). One of the things that companies must pay attention to when managing their management functions is how to manage human resources to increase work efficiency and effectiveness. The success and performance of a company can be seen from the performance achieved by its employees, therefore the company demands that its employees be able to display optimal performance because the good or bad performance achieved by employees will influence the performance and success of the company as a whole. Problems regarding performance are problems that will always be faced by company management, therefore management needs to know the factors that influence employee performance Bano, et al (2023).

Enhancement performance employee caused a number of one factor is style leadership transformational. A transformational leadership style is a leader who can inspire (transform) his followers to extraordinary things. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to carry out more than their expectations (Razak, et al., 2019).

Transformational leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities according to Nurhuda, et al (2019). Transformational leadership styles inspire their followers not only to believe in themselves personally, but also to believe in their own potential to

imagine and create a better organizational future. Transformational leaders create major changes, both within themselves and their organizations Emron Edison et al (2019).

The success and failure experienced by a company is largely determined by the role of employee job satisfaction. Employees who are satisfied with the work they are doing can be seen from the enthusiasm shown by the employee at work. Employees can become enthusiastic about achieving the work standards determined by the company because employees feel happy and comfortable with the work they are doing. Indrayana (2019).

Job satisfaction is a positive feeling towards work resulting from an evaluation of its fairly broad characteristics Herlambang and Murniningsih (2021). Sinambela (2019) job satisfaction is a feeling of pleasure towards one's work which is produced by one's own efforts and which is supported by things outside oneself, regarding work conditions, work results and the work itself. Job satisfaction shows the conformity between a person's expectations and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, psychological agreement and motivation.

Apart from job satisfaction factors, work discipline has an important role in improving employee performance. Work discipline is something that must be instilled in every employee. Employee awareness is required to comply with applicable regulations. Regulations are very necessary to provide guidance and counseling for employees in creating good rules and regulations in the agency. Apart from that, the agency itself must ensure that the regulations are clear, easy to understand and apply to all employees. Hasibuan (2019: 194).

Work discipline can be defined as an attitude of respect, appreciation, obedience and obedience to applicable regulations, both written and unwritten and being able to carry them out and not shy away from accepting sanctions if he violates the duties and authority given to him. (Nurhuda, et al 2019). Work discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to obey all company regulations and applicable social norms Alsafadi & Altahat (2021).

Based on a urian background behind problems found and *n r e s e a r c h g a p* that has been revealed , where there are differences in the results of previous research regarding transformational leadership style, job satisfaction with work discipline and employee performance .

2. LITERATURE REVIEW

Setting Theory (*Goal Setting Theory*)

Goal setting theory is one of part from theory put forward by Edwin Locke in 1978. *Goal setting theory* is based on assuming evidence that target in play role important in Act. Establishment theory objective namely the model of the individual who wants it for own goal, choose purpose and being motivated for reach goals.

This theory is one from characteristics possessive behavior general purpose observed is that behavior the Keep going taking place until behavior That reach the solution, once somebody start something, will Keep going urgently until the goal achieved. Determination process goals (*goal setting*) can be done based on initiative own / required by the organization as policy (Wangmuba in Ramandei, 2019).

3. HYPOTHESIS

Based on description background behind, formula problem as well as theories related supporters style leadership transformational, satisfaction work, discipline work and performance employee so proposed hypothesis in study This is as following:

(H1): Transformational leadership style has a positive effect on work discipline.

(H2): Job satisfaction has a positive effect on work discipline.

(H3): Transformational leadership style has a positive effect on employee performance.

(H4): Job satisfaction has a positive effect on employee performance.

(H5): Work discipline has a positive effect on employee performance.

(H6): Transformational leadership style has a positive effect on employee performance with work discipline as a mediating variable.

(H7): Job satisfaction has a positive effect on employee performance with work discipline as a mediating variable.

4. RESEARCH METHODS

This research was conducted at the Department of Women's Empowerment and Child Protection, Population Control and Family Planning, Gianyar Regency, located on Jalan Kebo Iwa No. 9, Gianyar Regency.

In research This population and sample saturation taken Is the whole employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar is the number its population as many as 56 people will made sample fed up in study This.

In this research, the variables used can be identified variable free is style leadership transformational (X_1) and satisfaction work (X_2). The intervening variable is discipline work (Y). Endogenous variables viz performance employee (Y).

Analysis method inferential used in study This use *Smart PLS* is for testing the measurement model and structural model in a way at a time with available analytical data as many as 54 of distribution questionnaire. According to Ghozali (2018) For test hypothesis and generate a model that is feasible (*fit*), research This Use *Structural Equation Modeling (SEM)* with approach *variance based* or *component based* with *Partial Least Squares (PLS)*. When the structural model will be analyzed satisfies the recursive model and the latent variable has nature indicators formative, reflective or mixed, then the most appropriate approach used is *PLS*.

5. RESEARCH RESULTS AND DISCUSSION

5.1. Hypothesis test

Table 2
Test result Effect Direct

	Original	T statistic	P-Value	Information
Leadership style transformational (X_1) -> Disciplinary Work (Y_1)	0.304	2,451	0.047	H ₁ Accepted
Satisfaction work (X_2) -> Discipline Work (Y_1)	0.151	2,975	0.030	H ₂ Accepted
Leadership style transformational (X_1) -> Employee performance (Y_2)	0.098	2,178	0.008	H ₃ Accepted
Satisfaction Work (X_2) -> Employee performance (Y_2)	0.474	3,821	0,000	H ₄ Accepted
Discipline work (Y_1) -> Employee performance (Y_2)	0.502	6,299	0,000	H ₅ Accepted

Source: Results of data processing

From the information in Table 2 above, the results of hypothesis testing can be determined which are presented in the following description:

1. Leadership style transformational influential positive and significant to discipline Work. This result indicated by the coefficient valuable path positive as big as 0.304 with t - *statistic* 2,451 (t - *statistic* > 1,96) with The P value is 0.047 <0.05.
2. Satisfaction Work influential positive and significant to discipline Work. This result indicated by the coefficient valuable path positive as big as 0.1 51 with t - *statistic* 2.9 75 (t - *statistic* > 1.96) with The P value is 0.030 <0.05.
3. Leadership style transformational influential positive and significant to performance employee. This result indicated by the coefficient valuable path positive as big as 0.0 98 with t - *statistic* 2, 178 (t - *statistic* > 1, 96) with The P value is 0.008 <0.05.
4. Satisfaction Work influential positive and significant to performance employee. This result indicated by the coefficient valuable path positive as big as 0.4 74 with t - *statistic* 3, 821 (t - *statistic* > 1, 96) with The P value is 0.000 <0.05.
5. Discipline Work influential positive and significant to performance employee. This result indicated by the coefficient valuable path positive as big as 0.502 with t - *statistic* 6, 299 (t - *statistic* > 1, 96) with The P value is 0.000 <0.05.

5.2. Testing Mediation or Indirect Influence

Table 3
Recapitulation of Mediation Variable Test Results

No	Mediation variable work discipline (Y ₁)	Effect				Information
		(a)	(b)	(c)	(d)	
1	Leadership style transformational (X ₁) → Employee Performance (Y ₂) through Mediation Discipline Work (Y ₁)	0.304 (sig)	0.246 (sig)	0.098 (sig)	0.502 (sig)	<i>Partial Mediation</i>
2	Satisfaction work (X ₂) → Employee Performance (Y ₂) through Mediation Discipline Work (Y ₁)	0.151 (sig)	0.509 (sig)	0.474 (sig)	0.502 (sig)	<i>Partial Mediation</i>

Source: Results of data processing

The VAF value is 51.78%, which is between 20 percent – 80 percent, so it can be categorized as partial mediation. So in this relationship, work discipline is a partial mediation between job satisfaction and employee performance. These results state that job satisfaction has a positive influence on work discipline which will also have an impact on improving employee performance, but in this case, work discipline is not a determining factor in the influence of job satisfaction on employee performance.

5.3. Discussion of Research Results

Influence style leadership transformational to discipline Work

Results p e n g tests I a n hypo t e sis state that the transformational leadership style has a positive and significant effect towards work discipline employee. Matter This This means that the better the transformational leadership style that employees have, the impact it will have on increasing employee work discipline at the Department of Women's Empowerment and Child Protection, Population Control and Family Planning in Gianyar Regency. These results provide guidance for the management of the Department of Women's Empowerment and Child Protection, Population Control and Family Planning, Gianyar Regency, an important role in improving the work discipline of employees at the Office of Women's Empowerment and Child Protection, Population Control and Family Planning, Gianyar Regency, which must pay more attention to the transformational leadership style.

Behavioral theory is an action that can be observed and has a specific frequency, duration and purpose, whether consciously or unconsciously, in influencing performance Wawan (2019). A transformational leadership style is a leader who stimulates and inspires (transforms) his followers to extraordinary things. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than they expected Razak, et al (2019). The results of this research are in accordance with research conducted by Bano, et al (2023) which states that transformational leadership style has a positive and significant effect on work discipline and employee performance. The results of this research are in accordance with the results of research conducted by Awan and Jehanzeb (2022), which found that the transformational leadership style had a positive and significant effect on work discipline. Research conducted by Song, et al., (2023) revealed that transformational leadership style has a positive and significant effect on work discipline.

Influence satisfaction work against discipline work

Results p e n g tests I a n hypo t e sis state that satisfaction Work influential positive and significant to discipline Work employee. Matter This means the more employee Can guard satisfaction Work will capable increase discipline Work employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar. This result give instruction for management, role important in satisfaction Work must more notice discipline Work. Therefore That can give direction for management for prioritize satisfaction works at the Department of Women's Empowerment and Child Protection, Control Residents and Families Planned Regency Gianyar.

Behavioral Theory is something possible actions observed and owned frequency specifics, duration and purpose Good realized nor No in the influence something performance Wawan (2019). According to Andriansyah, et al (2023) satisfaction Work can involve values, but values the relevant with the exchange process like honesty, responsibility answer, and reciprocate. Leader transactional help followers identify What should done, in identification the leader must consider What should done, in identification the leader must consider draft self, and self-esteem from subordinates. Research result This in accordance with research conducted by Abdelwahed, *et al.*, (2023) said satisfaction Work influential positive and significant to performance employees, as well discipline Work capable mediate in a way positive influence satisfaction Work to performance employee. Botha and Steyn (2023) found satisfaction Work influential positive and significant to discipline work and performance employee and capable mediate discipline Work to influence satisfaction Work to performance employee. Research conducted Andriansyah, et al (2023) revealed satisfaction Work influential positive and significant to discipline Work.

Influence style leadership transformational to performance employee

Results p e n g test i a n hypo t e sis state that style leadership transformational influential positive and significant to performance employee. Matter This means the more Good style leadership transformational that it has employee will capable increase performance employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar. This result give instruction for management, role important in performance employee must more notice style leadership transformational. Therefore That can give direction for management for prioritize style leadership good transformational work at the Department of Women's Empowerment and Child Protection, Control Residents and Families Planned Regency Gianyar.

Behavioral Theory is something possible actions observed and owned frequency specifics, duration and purpose Good realized nor No in the influence something performance Wawan (2019). Leadership style transformational is type a leader who inspires his followers for put aside interest personal them and have ability influence the outside normal according to Nurhuda, et al (2019). Research result This in accordance with research conducted Kandi, et al (2022) found that style leadership transformational influential positive and significant to performance employee. Research result This in line with research conducted Azmy, et al (2023) found that style leadership transformational influential positive and significant to performance employee. Evitasari, et al (2023) found that style leadership transformational influential positive and significant to performance employee.

Influence satisfaction Work to performance employee

Results p e n g test i a n hypo t e sis state that satisfaction Work influential positive and significant to performance employee. Matter This means the more satisfied employee in the Work will capable increase performance employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar. This result give instruction for management, role important in performance employee must more notice satisfaction Work. Therefore That can give direction for management for prioritize satisfaction good work at the Department of Women 's Empowerment and Child Protection, Control Residents and Families Planned Regency Gianyar.

Behavioral Theory is something possible actions observed and owned frequency specifics, duration and purpose Good realized nor No in the influence something performance Wawan (2019). Feranita, *et al.*, (2020) said satisfaction Work defined as Involving leadership an exchange process that causes subordinate get rewards as well as help his subordinates identify What should done for fulfil expected results like quality good spending, sales or more service from employees, as well reduce cost production. Research result This in accordance with research carried out Herlambang and Murniningsih (2021) said satisfaction Work is feeling like to work resulting from his business itself and which is supported by things that are from outside himself, above working conditions, results work and work That Alone. Indrayana (2019) inside his research say satisfaction Work influential positive and significant to performance employee, where? the faster employee to his company so capable increase performance employee. Puni, *et al* (2021) found satisfaction Work influential positive and significant to discipline work and performance employee and capable mediate discipline Work to influence satisfaction Work to performance employee.

Influence discipline Work to performance employee

Results p e n g test i a n hypo t e sis state that discipline Work influential positive and significant to performance employee. Matter This means the more good at discipline Work employee will capable increase performance employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar. This result give instruction for management, role important in performance employee must more notice discipline Work. Therefore That can give direction for management for prioritize satisfaction Work good

employee at the Women's Empowerment and Child Protection, Control Service Residents and Families Planned Regency Gianyar.

Discipline Work is something tools used by managers for communicate with employees to order them willing for change something behavior as well as something effort for increase awareness and willingness somebody for obey all regulation company and applicable social norms Alsafadi & Altahat (2021). Research result This in accordance with research conducted

The role of discipline Work in influence style leadership transformational to performance employee

Results p e n g test i a n hypo t e sis state that style leadership transformational influential positive and significant to performance employee by mediation satisfaction Work employee. Matter This means the more tall style leadership transformational which are owned employees, and supported discipline nice work to company, then will capable increase performance employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar. This result give instruction for management, role important in performance employee must more notice style leadership transformational and disciplined Work employee. Therefore That can give direction for management for prioritize style leadership good transformational work at the Department of Women's Empowerment and Child Protection, Control Residents and Families Planned Regency Gianyar and supported with discipline Work employee.

Behavioral Theory is something possible actions observed and owned frequency specifics, duration and purpose Good realized nor No in the influence something performance Wawan (2019). Leadership style transformational is type a leader who inspires his followers for put aside interest personal them and have ability influence the outside normal according to Nurhuda, et al (2019). Research result This in accordance with research conducted Nurhuda, *et al* (2019), found that style leadership transformational influential positive and significant to performance employee with mediated discipline Work. Research result This in line with research conducted Chen and Shao (2022) found that style leadership transformational influential positive and significant to performance employee with discipline Work as variable mediation.

The role of discipline Work in influence satisfaction Work to performance employee

Results p e n g test i a n hypo t e sis state that satisfaction Work influential positive and significant to performance employee with mediated discipline Work employee. Matter This means the more Good inside company increase satisfaction employee during works and is supported with increasing discipline Work employee, then capable increase performance employee at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar. This result give instruction for management, role important in performance employee must more notice satisfaction Work and discipline Work employee. Therefore That can give direction for management for prioritize satisfaction good work at the Department of Women 's Empowerment and Child Protection, Control Residents and Families Planned Regency Gianyar and discipline Work employee.

Behavioral Theory is something possible actions observed and owned frequency specifics, duration and purpose Good realized nor No in the influence something performance Wawan (2019). Feranita, *et al.*, (2020) said satisfaction Work defined as Involving leadership an exchange process that causes subordinate get rewards as well as help his subordinates identify What should done for fulfil expected results like quality good spending, sales or more service from employees, as well reduce cost production. Research result This in accordance with research carried out Abdelwahed, *et al* (2023), revealed that satisfaction Work influential positive to performance employee with mediated variable discipline Work. Research result This in line with research conducted Andriansyah, *et al* (2023), said satisfaction Work influential positive and significant to performance employee with mediated variable discipline Where do you work feeling like to work resulting from his business itself and which is supported by things that are from outside himself, above working conditions, results work and work That Alone. Botha and Steyn (2023) in his research say satisfaction Work influential positive and significant to performance employee with discipline Work as variable mediation, where the more satisfied employee to his company and supported with discipline Work employee so capable increase performance employee.

6. CONCLUSIONS AND RECOMMENDATIONS

5.4 Conclusion

Based on discussion results study, so can dis i mpu l k a n that influence v a r i a b e l style leadership transformational and satisfaction Work to satisfaction work and performance employee is as be following:

1. Leadership style transformational influential positive and significant to discipline Work. Matter This means the better style leadership transformational that it has employee will impact on increasing discipline Work employee

at the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.

2. Satisfaction Work influential positive and significant to discipline Work. Matter This means the more satisfied employee in do his job so will impact on increasing discipline Work employees of the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.
3. Leadership style transformational influential positive and significant to performance employee. Matter This means the taller style leadership transformational that it has employee will impact on increasing performance employees of the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.
4. Satisfaction Work influential positive and significant to performance employee. Matter This means the more satisfied employee during Work so will has an impact on increasing it performance employees of the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.
5. Discipline Work influential positive and significant to performance employee. Matter This means the better discipline Work employee inside Work so will impact on increasing performance employees of the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.
6. Leadership style transformational influential positive and significant to performance employee with mediated by discipline Work employee. Matter This means the better style leadership transformational that it has employee and supported with discipline Work employee to company, then will impact on increasing performance employees of the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.
7. Satisfaction Work influential positive and significant to performance employee with mediated by discipline Work employee. Matter This means the more satisfied employee during work and be supported with increasing discipline Work employee, then will impact on increasing performance employees of the Women's Empowerment and Child Protection Service, Control Residents and Families Planned Regency Gianyar.

5.5 Suggestion

A number of suggestions can be made be delivered based on k e is m return that has been presented as a result of the research This is as be following:

1. In improving performance employees, management should notice variable style leadership transformational with indicator lowest in ability analytical. This matter owns meaning that leader must Can increase ability analytical with follow training in a way periodically to use improving and sharpening ability, to be a leader capable for solve problem and can think in a way systematic for reach more understanding deep about something existing problems, so what to be hope employees and companies can have fulfilled.
2. In improving performance employee management should notice variable satisfaction Work with indicator lowest on the job. This matter owns meaning that company Not yet good inside distribution topsoil as well as giving burden excessive work, so employee feel sick and tired so that impact on performance employee.
3. In improving performance employee management should notice variable discipline Work with indicator lowest on procedures Work. This matter owns meaning that employee Still implement the procedures wrong work with tend often leave work hours as well as often employee in postpone his job, this as input inside company give counseling and outreach about procedures correct work to employees, to have an impact on performance employee.
4. For researchers furthermore can replicating the research model This through a longitudinal approach model (from time to time) and allows used in companies other. Besides that, researcher furthermore can be modifying the research model with add and develop indicator nor variable other.

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