Effect of Transformational Leadership Style, Work-Discipline, Work Environment on Employee Motivation and Performance

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Abstract. The research carried out has the aim to improve the performance of excellent services that will attract consumers of health service users to be a choice for patients as customers. So that it can contribute to the performance and progress of Anwar Medika Hospital. The research method used in this research is survey research method. This type of research is quantitative research with the technique of determining samples that are carried out purposively sampling, data collection using a closed questionnaire directed to Linkert 5 gradation scale; data analysis is quantitative/statistical with the aim to test the hypothesis that has been set. This research is explanatory research that will prove the causal relationship between independent variables, namely Transformational leadership style variables, work discipline, work environment and; intervening variable, namely work motivation variable; and the dependent variable is employee performance. From the research carried out shows the results that hypothesis 1 test can be accepted, hypothesis test 2, hypothesis 3 test cannot be accepted, test hypothesis 4 can be accepted, test hypothesis 5 can be accepted, test hypothesis 6 cannot be accepted, test hypothesis 7 acceptable.

1. Introduction

Human resources are significant for companies in managing, managing, and utilizing employees so that they can function productively to achieve company goals. Human resources in the company need to be managed professionally to realize a balance between the needs of employees and the demands and capabilities of the company. This balance is the primary key of the company so that it can develop productively. In achieving organizational goals, each organization needs resources to achieve it. These resources include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, the most critical support is human resources. The era of globalization, the organization is characterized by the rapid development of all business activities. Such dynamic organizational changes have forced various types of companies to carry out their vision and adaptation strategies in the structure, culture, and systems of the company. Changes that occur due to advances in technology and information, the company must dare to make changes to strategies that require training and development to anticipate future needs [1], [2].

Leadership is the direct and indirect direction to subordinates to do a job. Leadership is the process of influencing the activities of a person or group to achieve goals in certain situations. Leadership is a process where leaders affect subordinates without coercion to achieve organizational goals [3], [4]. Leadership that is believed to be able to balance the mindset and reflection of the new paradigm in the
globalization era is transformational leadership. Choosing transformational leadership as a variant to be studied, transformational leadership styles can change the awareness of participants following problems by helping them view their problems in new ways, and they can excite, arouse, and inspire followers to put extra effort into achieving group goals, and motivation for organizational life [5]–[7]. Encouraging a form of work motivation to subordinates is essential to improve employee performance. Transformational leadership is a leadership style that can arouse or motivate subordinates, so that they can develop and achieve performance at a high level, exceeding what they previously expected [8], [9]. In transformational leadership styles, subordinates feel trust, admire and respect for leaders, loyal, and willing to work hard for the progress of the organization [10]–[12]. Leadership universally results in high levels of performance and satisfaction.

Discipline is a management action to encourage employees to comply with the demands of various provisions in other words employee discipline is a form of training that seeks to improve and shape the attitudes and behaviors of employees so that employees voluntarily cooperate with other employees to improve work performance [13]. The work environment is social life; psychology; and physical in the company that affects workers in carrying out their duties [11]. Human life is inseparable from the various circumstances of the surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances of the surrounding environment. Likewise, when doing work, employees as human beings cannot be separated from the various circumstances around where they work, namely the work environment. During the work, each employee will interact with various conditions contained in the work environment.

Motivation is a management action to encourage employees to comply with the demands of various provisions in other words employee discipline is a form of training that seeks to improve and shape the attitudes and behaviors of employees so that employees voluntarily cooperate with other employees to improve work performance [13]. The work environment is social life; psychology; and physical in the company that affects workers in carrying out their duties [11]. Human life is inseparable from the various circumstances of the surrounding environment, between humans and the environment there is a very close relationship. In this case, humans will always try to adapt to various circumstances of the surrounding environment. Likewise, when doing work, employees as human beings cannot be separated from the various circumstances around where they work, namely the work environment. During the work, each employee will interact with various conditions contained in the work environment.

Motivation is an impulse of will that causes a person to do an act to achieve a specific goal. Motivation comes from the word motive which means "encouragement" or stimulation or "driving force" that is in a person. Motivation can be interpreted as a condition or energy that moves an employee who is directed towards achieving the company's organizational goals [7]. Encouragement and need. Hopes and ideals. Awards and honors. Motivation is the impact of a person's interaction with the situation at hand. There are negative factors that can reduce employee performance, including decreasing employee desires to achieve work performance, lack of timeliness in the completion of work so that they do not comply with regulations, influences coming from their environment, colleagues who are also down and lack of examples that must be used as a reference in achieving good work performance. In this case, the role of a leader becomes the critical interpreter in building the spirit of his subordinates to work towards achieving company goals. All of these are some of the reasons for the decline in employee performance at work [11], [14].

To achieve organizational goals, of course, employees are required to maximize the performance he has. Employee performance is an important thing to be considered by the organization because it can affect the achievement of goals and progress of the organization in a global competition that often changes. Widodo (2006) stated that performance is doing an activity and perfecting it by its responsibilities with the results as expected. Good performance can be seen from the results obtained, by organizational standards. Employees who are disciplined and orderly obey all norms and regulations that apply in the company will be able to increase efficiency, effectiveness, and productivity. Several factors can affect employee performance, such as employee satisfaction, leadership, employee skills, motivation, and work environment [7], [11].

All activities in the work process will ultimately produce the desired employee performance by the company's objectives. Both regarding production companies or services companies will require the results of employee performance that is used to measure how successful the company is. Management and the presence of input in the form of information from employees both in new companies and in the developing stage will have an impact that affects the company's performance. So it was taken as the object of research on one of the Health service companies, namely at Anwar Medika Hospital, which was felt to be able to represent a service company that was still developing and as an ingredient in improving employee training and development in the field of human resources. With competition in the health services sector that continues to increase with the demands of enhanced services, employees are needed with improved performance. Good service performance will attract health service users to be the
choice for patients as customers. Based on this, for the progress of Anwar Medika Hospital, all employees must be managed and fostered so that they feel satisfied in carrying out their work so that they can contribute to performance and progress. Anwar Medika Hospital. And it must also be understood that employees work not only regarding economic, social and working conditions in carrying out their work. The existence of dissatisfaction in work can reduce the delivery of health services to the community.

2. Method
The research method used in this research is survey research method. This type of research is quantitative research with the technique of determining samples that are done purposively sampling, data collection using a closed questionnaire directed to linkert 5 gradation scale, data analysis is quantitative/statistical with the aim to test the hypothesis that has been set [1], [15]–[18]. This research is explanatory research that will prove the causal relationship between independent variables, namely Transformational leadership style variables, work discipline, work environment and; intervening variable, namely work motivation variable; and the dependent variable is employee performance. The study population was 200 employees of Anwar Medika Hospital. This study uses a minimum sample size of 100 because in this study there are five variables constructs, namely the influence of transformational leadership style (X1), work discipline (X2), work environment (X3), motivation (Z) and employee performance (Y), with indicators total observed 27.

3. Result And Discussion
The results of the calculation of the goodness of fit criteria in the AMOS 6.00 program indicate that confirmatory analysis and Structural Equation Modeling in this study can be accepted according to the fit model with Chi-square = 699.307, with probability = 0.000, CMIND / DF = 2.008, Goodness of Fit Index (GFI) = 0.986, Adjusted Goodness of Fit Index (AGFI) = 0.908, Tucker-Lewis Index (TLI) = 0.977 Comparative Fit Index (CFI) = 0.907, Root Mean Square Error Approximation (RMSEA) = 0.015. This fit model can be tested on the 7 hypotheses proposed in this study based on the final stage analysis in Figure 1.

![Figure 1. Final results of SEM Goodness of Fit](image)

- **Effect of transformational leadership style on employee motivation**
The influence of transformational leadership style variables is measured by increasing self-confidence, implementation of vision, creativity, comfortable working with superiors, increasing self-potential, motivating subordinates, personal attention, and encouraging subordinates. Parameter estimation of transformational leadership style to motivation is 0.959 with significant value CR = 1.563 (Probability = 0.118) with a significance value <0.05 so the H1 hypothesis cannot be accepted (rejected). This shows
that the better the transformational leadership style of Anwar Medika Hospital, then it will not affect employee work motivation.

H1: explained that transformational leadership style has no significant effect on employee motivation.

- **Influence of transformational leadership style on employee performance**
  The influence of transformational leadership style variables is measured by increasing self-confidence, implementation of vision, creativity, comfortable working with superiors, increasing self-potential, motivating subordinates, personal attention, and encouraging subordinates. The estimated parameter of transformational leadership style on employee performance is \(0.197\) with a significant value \(CR = 0.402\) (Probability = 0.688) with a significance value <0.05 so the hypothesis H2 cannot be accepted (rejected). This shows that the better the transformational leadership style of Anwar medika hospital will not affect employee performance.

H2: Explain that a transformational leadership style does not significantly influence employee performance.

- **The influence of work discipline on work motivation**
  The influence of the variables of work discipline is measured obediently to the rules of time, obedient to company regulations, obedient to the rules of behavior in the work and other regulatory compliance in the company. Parameter estimation Work discipline on employee performance motivation is -0.078 with significant value \(CR = 0.765\) (Probability = 0.444) with a significance value <0.05 so that the H3 hypothesis cannot be accepted (rejected). This shows that the better the work discipline of Anwar Medika Hospital, it will not affect the motivation of employee performance.

H3: Explained that work discipline does not significantly influence the motivation of employee performance.

- **Effect of work discipline on employee performance**
  Influence of variables Work discipline is measured by adhering to the rules of time, adhering to company regulations, obeying the rules of behavior in work and other regulatory compliance in the company. Parameter estimation Work discipline on employee performance is 0.357 with a significant value of \(CR = 2.895\) (Probability = 0.004) with a significance value <0.05 so that the H4 hypothesis is acceptable. This shows that the better the work discipline of Anwar Medika Hospital is to improve employee performance.

H4: Explain that work discipline has a significant effect on employee performance.

- **The influence of the work environment on employee motivation**
  Effect of variables Work environment is measured by lighting / light, air temperature, noise, layout, relationships between employees. The work environment estimation parameter for work motivation is 0.431 with a significant value \(CR = 3.483\) (Probability = 0.000) with a significance value <0.05 so that the H5 hypothesis can be accepted. This shows that the better the work environment of Anwar Medika Hospital, the better the motivation of employee performance.

H5: Explain that the work environment has a significant effect on motivation.

- **The influence of the work environment on employee performance**
  Effect of variables Work environment is measured by lighting / light, air temperature, noise, layout, relationships between employees. The work environment estimation parameter for employee performance is 0.143 with a significant value \(CR = 0.968\) (Probability = 0.333) with a significance value <0.05 so that the H5 hypothesis cannot be accepted (rejected). This shows that the better the work environment of Anwar Medika Hospital, it will not affect employee performance.

H6: Explaining that the work environment does not significantly influence employee performance.
Effect of work motivation variables is measured by physiological needs, security needs, social needs, appreciation needs, actualization needs. The estimated parameter of work motivation on employee performance is 1.009 significant value CR = 4.888 (Probability = 0.000) with a significance value <0.05 so that the H7 hypothesis can be accepted. This shows that the better the work motivation of Anwar Medika hospital, the employee's performance will be affected.

H7 : Explain that work motivation has a significant effect on employee performance.

4. Conclusion
In this study the problem studied was related to the variables of the influence of transformational leadership style, work discipline, work environment, on motivation, and employee performance. The respondents in this study were employees of Anwar Medika Hospital. Of all the permanent employees I made respondents were 100 people. Data analysis was performed with structural equipment modeling (SEM) with the help of SPSS 21.0 and AMOS 22.0. Hypothesis 1 test, shows that transformational leadership style has no significant effect on motivation. This is evidenced by the significant value of 0.118 > 0.05 so that the first hypothesis cannot be accepted. Hypothesis 2 testing, shows that transformational leadership style does not have a significant effect on employee performance. This is evidenced by the significant value of 0.688 > 0.05 so that the second hypothesis cannot be accepted. Hypothesis 3 test, shows that work discipline has no significant effect on motivation. This is evidenced by the significant value of 0.444 > 0.05 so that the third hypothesis cannot be accepted. Test the 4th hypothesis, showing that work discipline has a significant effect on employee performance. This is evidenced by the significant value of 0.004 < 0.05 so that the fourth hypothesis can be accepted. Test the fifth hypothesis, indicating that the work environment has a significant effect on work motivation. This is proven by the significant value of 0.000 < 0.05 so that the fifth hypothesis can be accepted. Test the 6th hypothesis, indicating that the work environment does not affect employee performance. This is evidenced by the significant value of 0.333 > 0.05 so that the sixth hypothesis cannot be accepted. Test the 7th hypothesis, indicating that motivation has a significant effect on employee performance. This is evidenced by the significant value of 0.000 < 0.05 so that the seventh hypothesis can be accepted.

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