



The Influence of Transformational Leadership Style and Work Discipline on Employee Performance Through Work Motivation as a Intervening Variable Among BAPPERIDA Staff in Serang City

Helmi Muhammad Ilyasa^{1*}, Wahyu Wiguna², Muhammad Suparmoko³

¹⁻³ Universitas Bina Bangsa, Indonesia

Email: helmimuhammadilyasa@gmail.com^{1*}, wigunawahyu@yahoo.co.id², msuparmoko402@gmail.com³

*Penulis Korespondensi: helmimuhammadilyasa@gmail.com

Abstract. Employee performance was an important factor in the success of public sector organizations, particularly Bapperida Kota Serang, which played a strategic role in regional development planning and innovation. Employee performance was influenced by various organizational factors, including transformational leadership style, work discipline, and work motivation. This study aimed to analyze the influence of transformational leadership style and work discipline on employee performance, both directly and indirectly through work motivation as a mediating variable at Bapperida Kota Serang. This study employed a quantitative approach using a survey method. Data were collected from 100 employees of Bapperida Kota Serang and were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results showed that work discipline and work motivation had a positive and significant effect on employee performance. Transformational leadership had a significant effect on work motivation but did not have a direct effect on employee performance. Work motivation mediated the relationship between transformational leadership and employee performance but did not mediate the relationship between work discipline and employee performance. This study concluded that work motivation was a key variable in improving employee performance at Bapperida Kota Serang. Therefore, efforts to enhance employee performance were more effective when they focused on strengthening work motivation, supported by participative transformational leadership and adaptive work discipline oriented toward psychological support.

Keywords: Bapperida; Employee Performance; Transformational Leadership Influence; Work Discipline; Work Motivation.

1. INTRODUCTION

In the era of bureaucratic reform, which demands that government apparatus work professionally, transparently, and accountably, improving employee performance has become an essential aspect of realizing good governance. Bureaucratic reform is essentially a strategic step by the government to improve systems, procedures, and bureaucratic work culture to be more effective, efficient, and oriented toward public service. In this context, civil servants play a central role as the primary implementers of public policy who determine the success of development program implementation.

As explained in Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010–2025, improving the performance of the apparatus is a major pillar in creating a bureaucracy with integrity, high performance, and the ability to provide quality public services. According to Fahmi and Prabowo (2024), the performance of government officials reflects the extent to which individuals are able to internalize the values of professionalism and accountability in their work activities. Employee performance is a fundamental element in assessing the effectiveness of task execution and the success of an

organization in achieving its goals. The level of employee performance not only reflects individual abilities and responsibilities but also serves as a primary indicator of organizational success in realizing its vision and mission. Optimal employee performance will directly impact organizational efficiency, productivity, and competitiveness. According to Pratama and Suryani (2023), employee performance is the result of interactions between ability, motivation, and the work environment that influence each other in producing quality output. Meanwhile, research by Rahmadani and Fitrianto (2024) emphasizes that organizational success depends heavily on the extent to which employees are able to adapt to the dynamics of change and optimize their potential in working. Furthermore, factors such as leadership style, work discipline, and reward systems also make significant contributions to improving employee performance (Susanto & Lestari, 2023).

The Regional Development Planning, Research, and Innovation Agency (Bapperida) of Serang City was established based on Mayor's Regulation Number 16 of 2025 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Regional Development Planning, Research, and Innovation Agency of Serang City. It has the task of implementing supporting functions for development planning and supporting functions for research and development under regional authority, as well as co-administration tasks assigned to the Region. To carry out these duties, Bapperida has several functions, including: formulating planning; implementing programs, activities, and budgets in the field of Regional Development Planning, Control, and Evaluation; analyzing and reviewing regional development planning and funding; collecting and analyzing development data and information for regional development planning; integrating and harmonizing regional development programs; formulating policies for planning, controlling, evaluating, and providing regional development information; coordinating and synchronizing the implementation of regional planning and budgeting policies; evaluating regional development planning policies, regional development plan implementation, and regional development plan results; controlling through monitoring, supervision, and follow-up on deviations from goal achievement so that programs and activities align with regional development policies; identifying regional development issues based on data to track development progress; presenting and securing regional development information data; securing data through printed and electronic materials as documentation; preparing and conducting evaluation and reporting of regional development programs and activities; managing evaluation analysis results for the preparation of regional development program and activity reports; implementing administration according to its field of duty; and performing other functions assigned by the Head related to its duties.

According to Ramadhan and Putri (2024), organizational competence has a significant influence on improving employee performance because a deep understanding of roles, responsibilities, and organizational goals allows employees to work more effectively and contribute optimally to achieving the institution's strategic objectives. In the context of regional government, Minister of Home Affairs Regulation Number 86 of 2017 explains that Bapperida has strategic tasks in preparing medium-term and long-term development plans, preparing annual work plans, and formulating policies based on research and innovation results according to regional needs.

Bapperida of Serang City is a strategic regional apparatus that holds a central role in development planning, regional innovation development, and the utilization of research and development (kelitbangan) results. Based on the achievement of the Key Performance Indicators (KPIs) of Bapperida Serang City for 2021–2024, there are interesting and scientifically relevant performance dynamics. The Regional Development Planning Score shows performance fluctuations, with an increase from 5.97 in 2021 to 6.86 in 2022, but experiencing a decrease in 2023 and 2024 to 6.55 and 6.18, respectively. This condition indicates challenges in maintaining the consistency of regional development planning quality, although in general, performance is still in the "fairly good" category. These fluctuations need further examination to identify internal organizational factors affecting planning performance.

Regarding the percentage of innovations implemented by the region, Bapperida Serang City showed relatively good achievement in the 2021–2023 period, with an upward trend reaching 82% in 2023. However, in 2024, there was a significant decrease to 66.67%. This decline is an important signal of potential issues in human resources, leadership, or work motivation that could impact the sustainability of regional innovation implementation. Furthermore, the Regional Innovation Index shows that Serang City is generally in the "Innovative" to "Very Innovative" category. The highest achievement occurred in 2022 with a score of 60.56 (Very Innovative category), but it fell back to the Innovative category in 2023 and 2024. This change in category reflects that regional innovation performance is not yet fully stable and still requires strengthening in terms of organizational governance and apparatus performance.

On the other hand, the percentage of utilization of research and development (kelitbangan) results shows a consistent upward trend from 78.57% in 2021 to 90% in 2024, all within the high category. This achievement shows organizational commitment to utilizing research results as a basis for policy formulation. However, this high achievement has not been fully followed by the stability of other performance indicators, raising questions about the organization's internal effectiveness in managing performance sustainably. Based on these

conditions, Bapperida Serang City is a relevant and strategic research location to be studied more deeply, particularly regarding organizational factors that influence employee and institutional performance. Performance fluctuations amidst demands for improved quality of planning and regional innovation indicate the need for research to identify the influence of leadership style, work discipline, and work motivation in supporting optimal and sustainable performance achievement. Compensation is often considered a key factor influencing employee performance because it represents organizational appreciation for employee contributions. According to human resource management theory, fair and adequate compensation can increase job satisfaction, commitment, and productivity. However, empirical evidence suggests that compensation alone does not always lead to optimal performance, especially when intrinsic motivation is weak.

Various previous studies on public sector employee performance generally utilize a quantitative approach with survey methods and linear regression analysis. Some studies focus on the leadership style variable independently or link it directly to the work environment. Previous research (such as Agnesia Ragita, 2023) frequently does not include the work discipline variable to examine the combined influence on performance. Moreover, many studies (such as Riza Fahlepi et al., 2023) emphasize the physical work environment aspect more than the behavioral variable of work discipline. The advantage of previous research is that it has successfully identified that transformational leadership has a positive correlation with motivation; however, there is often a gap in explaining the comprehensive mediating mechanism of work motivation within regional planning agencies. The hypothesis in this study proposes that work motivation acts as an intervening bridge between transformational leadership and work discipline toward employee performance.

Based on the problem limitation, this study aims to address the following research questions: (1) Is there a significant influence of leadership style on employee performance at Bapperida Serang City? (2) Is there a significant influence of work discipline on employee performance at Bapperida Serang City? (3) Is there a significant influence of work motivation on employee performance at Bapperida Serang City? (4) Is there a significant influence of leadership style on work motivation at Bapperida Serang City? (5) Is there a significant influence of work discipline on work motivation at Bapperida Serang City? (6) Is there a significant influence of leadership style on employee performance through work motivation at Bapperida Serang City? (7) Is there a significant influence of work discipline on employee performance through work motivation at Bapperida Serang City?

This study is expected to provide a dual contribution, both theoretically and practically. From an academic perspective, the results enrich the literature on Human Resource Management (HRM) in the public sector, specifically by dissecting the crucial role of work motivation as a key variable that mediates the influence of transformational leadership style on employee performance. This provides a deeper understanding of the psychological mechanisms that drive work effectiveness within government agencies. Practically, this research offers strategic recommendations for the leadership of Bapperida Serang City to implement more participative leadership patterns and adaptive work discipline systems. These steps are considered vital for stabilizing and enhancing the achievement of the organization's Key Performance Indicators (KPIs) amidst the dynamic demands of regional planning.

The structure of this paper is organized systematically to provide a comprehensive overview of the research flow. The paper begins with Section 2, which presents an in-depth literature review and the development of research hypotheses. Subsequently, Section 3 outlines the research methodology, including the data collection instruments and analysis techniques using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results of the data analysis and their subsequent discussion are presented in detail in Section 4. Finally, Section 5 provides the conclusions derived from the research findings and formulates relevant policy recommendations for the concerned agencies.

Preliminaries or Related Work or Literature Review

Employee Performance

Performance is an individual's overall output over a specific period in executing tasks, based on work standards, targets, or predetermined criteria that have been mutually agreed upon (Toto, 2024). According to Jaya (2022), performance is the work achievement of an individual or a group within an organization, aligned with their respective authority and responsibility, in an effort to attain organizational goals legally, without violating the law, and in compliance with both morals and ethics. Meanwhile, Roring et al. (2023) state that employee performance represents the qualitative and quantitative results achieved by an employee in performing their duties according to the responsibilities assigned to them.

Based on the definitions above, a synthesis is drawn that employee performance is the work achievement of an individual or a group within an organization in accordance with the duties, responsibilities, and authorities assigned to them within a specific period. Employee performance can be understood as an individual's ability to execute tasks encompassing five main dimensions: **a.)** Quality of Work, reflecting accuracy, precision, and the conformity of work results with established standards. The indicators used are accuracy and precision in

working, as well as the neatness and completeness of work results; b.) Quantity of Work, describing the amount of work or volume of tasks completed according to targets. The indicators used are speed and the ability to complete tasks, as well as work productivity (output relative to input/time);c.) Timeliness, indicating the ability to complete tasks on time and utilize resources optimally. The indicators used are completion of work within the established deadlines and avoiding the postponement of tasks: a.) Cooperation, showing the ability to work together with colleagues and the courage to take action without waiting for instructions from superiors. The indicators used are the ability to establish good working relationships with colleagues and the willingness to assist colleagues in achieving common goals;b.) Responsibility, covering the awareness to fulfill obligations, compliance with rules, and loyalty to the organization. The indicators used are awareness of job obligations and the ability to make decisions within the scope of work.

Transformational Leadership Style

Mendrofa et al. (2022) add that transformational leadership is a form of leadership that possesses the power to influence subordinates in specific ways, such that subordinates feel trusted, valued, loyal, and respectful toward their leader, ultimately motivating them to perform beyond expectations. Tandelilin & Widyadana (2023) reveal that transformational leadership is viewed as leadership that can develop and transform individual mindsets with the aim of unifying the vision and mission for the progress of the organization. According to Bismoko et al. (2023), transformational leadership is also described as a leadership style capable of assessing the skills and talents of all members to ensure task completion, while identifying opportunities for the expansion of members' responsibilities and authority in the future.

From the definitions above, a synthesis is drawn that transformational leadership is a leadership model or style oriented toward change and development, both for individuals and the organization. Transformational leaders have the ability to inspire, motivate, and influence their subordinates to work beyond personal interests to achieve common goals. In this study, work discipline is measured through five main dimensions: a.) Time Adherence, reflecting the ability and willingness of employees to arrive on time and utilize working hours effectively in accordance with organizational regulations. The indicators used are arriving and leaving work on time and using working hours efficiently to complete tasks: b) Compliance with Organizational Regulations, indicating the level of employee obedience to all applicable rules, policies, and work procedures. The indicators used are adhering to organizational rules and regulations and executing leaders' instructions according to provisions;c.) Responsibility for Work, describing the earnestness of employees in performing tasks according to targets and work

standards, as well as the willingness to be accountable for the results. The indicators used are executing tasks according to targets and work standards and being ready to accept consequences for work outcomes;d.) Work Ethics and Behavior, reflecting a polite, honest, and harmonious attitude in interacting within the work environment. The indicators used are dressing neatly and behaving politely in the workplace, and maintaining good relationships and mutual respect among colleagues;e.) Compliance with Sanctions and Discipline Norms, showing employee awareness in understanding, accepting, and utilizing sanctions as a means of fostering more disciplined work behavior. The indicators used are understanding and accepting sanctions for disciplinary violations and demonstrating a change in attitude toward better discipline after being sanctioned.

Work Discipline

Work discipline is a tool used by managers to communicate with employees to encourage them to change their attitudes and to evoke both willingness and awareness to obey all rules and social norms applicable within a company (Gustina, 2024). According to Fauzia et al. (2020), work discipline is an attitude of respect, appreciation, obedience, and adherence to applicable regulations, whether written or unwritten, along with the readiness to execute duties and not evade sanctions if one violates the assigned tasks and authorities. Furthermore, according to Shalihah et al. (2024), work discipline is an attitude of respect, appreciation, obedience, and adherence to various applicable regulations, both written and unwritten, as well as the readiness to implement them and not evade sanctions for any violation of the duties and authorities granted.

From the definitions above, a synthesis is drawn that work discipline is the awareness and willingness of employees to obey all regulations, codes of conduct, and norms applicable within an organization, accompanied by the responsibility to carry out tasks in an orderly manner and accept sanctions for any violations committed. In this study, work discipline is measured through five main dimensions: **a.)** Time Adherence, reflecting the ability and willingness of employees to arrive on time and utilize working hours effectively in accordance with organizational provisions. The indicators used are arriving and leaving work on time and using working hours efficiently to complete tasks;b.) Compliance with Organizational Regulations, indicating the level of employee obedience to all applicable rules, policies, and work procedures. The indicators used are adhering to organizational rules and regulations and executing leaders' instructions according to provisions;c.) Responsibility for Work, describing the earnestness of employees in performing tasks according to targets and work standards, as well as the willingness to be accountable for the results. The indicators used are executing tasks according to

targets and work standards and being ready to accept consequences for work outcomes;d.) Work Ethics and Behavior, reflecting a polite, honest, and harmonious attitude in interacting within the work environment. The indicators used are dressing neatly and behaving politely in the workplace, and maintaining good relationships and mutual respect among colleagues;e.) Compliance with Sanctions and Discipline Norms, showing employee awareness in understanding, accepting, and utilizing sanctions as a means of fostering more disciplined work behavior. The indicators used are understanding and accepting sanctions for disciplinary violations and demonstrating a change in attitude toward better discipline after being sanctioned.

Work Motivation

Work motivation is a psychological drive that encourages individuals or employees to perform activities to achieve targets set by the organization or personally (Hidayat, 2024). According to Nurjaya (2021), motivation is an effort that provides an incentive for someone to take a desired action. Furthermore, according to Hasanudin & Santiko (2023), work motivation is the provision of a driving force that creates work enthusiasm, enabling individuals to cooperate, work effectively, and integrate all their efforts to achieve satisfaction.

From the definitions above, a synthesis is drawn that work motivation is a driving force originating from both within and outside the individual that arouses enthusiasm, will, and readiness to act, thereby encouraging the individual to work in specific ways to achieve desired goals. In this study, work motivation can be understood as internal and external drives that influence the attitude, behavior, and spirit of employees in performing tasks optimally. This work motivation is operationalized into five main dimensions: **a.)** Physiological Needs, reflecting the fulfillment of basic employee needs through the availability of work support facilities and proper compensation. The indicators used are supporting facilities and compensation;**b.)** Safety Needs, indicating the level of comfort and protection for employees against work risks, both physically and psychologically. The indicators used are physical safety needs and protection;c.) Social Needs, describing the quality of interaction and working relationships among colleagues as well as with superiors. The indicators used are good interaction among employees and good interaction with superiors;d.) Esteem Needs, reflecting the recognition and appreciation for work results and employee contributions within the organization. The indicators used are recognition and appreciation;e.) Self-Actualization Needs, showing the opportunities for employees to develop their potential and skills to achieve optimal performance and personal development. The indicators used are potential and skills.

Despite these findings, several gaps persist in the existing literature. Previous studies, such as the one by Agnesia Ragita (2023), often overlooked the concurrent role of work

discipline when examining leadership and performance. Furthermore, other research (e.g., Fahlepi et al., 2023) tended to emphasize physical work environments over behavioral variables like discipline. This study addresses these gaps by integrating transformational leadership and work discipline within a single structural model, specifically localized in a strategic government planning agency (Bapperida) and utilizing work motivation as a mediating bridge.

2. PROPOSED METHOD

This research employs a quantitative approach using a survey method to examine the influence of independent variables on the dependent variable. The proposed analytical method is Partial Least Squares-Structural Equation Modeling (PLS-SEM). The data analysis procedure is conducted to validate a theoretical model linking transformational leadership style and work discipline to employee performance, with work motivation serving as a mediating variable.

SEM-PLS Analytical Procedure

The data processing procedure in this study follows the stages of Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis, formulated in the following algorithm:

Table 1. PLS-SEM Analysis Stages.

INPUT: Primary data from 100 respondents (Bapperida Serang City Staff) OUTPUT: Path Coefficients, P-Values, and Coefficient of Determination (R^2) Measurement Model Evaluation (Outer Model): Testing convergent validity (Loading Factor > 0.7), discriminant validity (Average Variance Extracted / AVE > 0.5), and reliability (Cronbach's Alpha & Composite Reliability > 0.7); Structural Model Evaluation (Inner Model): Assessing the model's strength through R^2 values for the dependent variables Hypothesis Testing (Bootstrapping): Performing the bootstrapping procedure to determine the significance of direct effects; Mediation Analysis: Testing the indirect effect of work motivation using the Specific Indirect Effects method.

Formatting of Mathematical Components

This research model is based on causal relationships involving exogenous, intervening, and endogenous variables. These relationships can be formulated mathematically in the following structural equations:

$$Y = \gamma + \delta_1 X_1 + \delta_2 X_2 + \varepsilon_2 \quad (1)$$

Eq. (1) is used to estimate how transformational leadership style and work discipline influence work motivation within the structural model.

The next structural equation explains employee performance as influenced by transformational leadership style, work discipline, and work motivation:

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Y + \varepsilon_1 \quad (2)$$

Eq. (2) evaluates both direct and indirect effects of exogenous variables on employee performance.

If the indirect path coefficient $X \rightarrow Y \rightarrow Z$ is statistically significant and the direct path is reduced after inclusion of the mediator, then mediation exists within the structural model.

Mediation is confirmed when the bootstrapping procedure shows that the indirect effect coefficient is significant ($p < 0.05$). The reduction or persistence of the direct effect determines whether mediation is partial or full.

3. RESULTS AND DISCUSSION

This study collected data from 100 respondents who are staff members at the Regional Development Planning, Research, and Innovation Agency (Bapperida) of Serang City. Data collection was conducted from December 30, 2025, to January 9, 2026, using questionnaires distributed to the employees. The information gathered covers four variables: Employee Performance (Z), Transformational Leadership Style (X1), Work Discipline (X2), and Work Motivation (Y). Respondents were asked to assess each statement item based on their perceptions using a 1-5 Likert scale. Descriptive analysis was employed to provide a general overview of the data characteristics and respondents' perceptions of the research variables.

The unit of analysis in this study is the staff-level employees of the Regional Development Planning, Research, and Innovation Agency of Serang City. The research focuses on the influence of Transformational Leadership style and Work Discipline on employee performance through work motivation as an intervening variable. Data analysis was performed using a quantitative approach with Partial Least Square–Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0 software. The following is the research data information: a.) Number of respondents: 100 people; b.) Total statements: 120 items (30 per variable); c.) Variable X₁: Transformational Leadership Style (X1.1 – X1.30); d.) Variable X₂: Work Discipline (X2.1 – X2.30); e.) Variable Y: Work Motivation (Y.1 – Y.30); f.) Variable Z: Employee Performance (Z.1 – Z.30); g.) Likert Scale: 1-5 (Strongly Disagree – Strongly Agree)

Initial data screening confirmed completeness, normal distribution tendencies, and suitability for SEM-PLS analysis. The measurement model evaluation showed that all indicators met convergent validity requirements (loading factor > 0.70 , AVE > 0.50) and

reliability standards (Composite Reliability > 0.70, Cronbach's Alpha > 0.70). Discriminant validity was also satisfied based on the Fornell–Larcker criterion, confirming that each construct was empirically distinct.

Research Finding *Descriptive Analysis*

Each variable consists of 5 dimensions and 10 indicators. Variable measurement is conducted through 30 statement items, totaling 120 items across all variables, which represent the internal and external drives of employees at work. The PLS-SEM analysis is performed based on the mean data of each variable indicator. The results of the descriptive statistical analysis for these variables are presented in Table 2 below.

Table 2. Descriptive Statistics of Variables.

Indikator	Item	Mean	Median	Scale Min	Scale Max	Standard Deviation
Z-KK	Z.1 - Z.6	4,135	4,500	1,670	5,000	0,79
Z-KnK	Z.7 - Z.12	4,089	4,330	1,830	5,000	0,722
Z-KW	Z.13- Z.18	4,118	4,330	1,500	5,000	0,751
Z-Kj	Z.19- Z.24	4,180	4,500	2,000	5,000	0,722
Z-Tj	Z.25 - Z.30	4,129	4,500	1,830	5,000	0,792
X1-PI	X1.1 - X1.6	3,989	4,500	1,670	5,000	0,934
X1-MI	X1.7 - X1.12	3,940	4,500	1,670	5,000	0,910
X1-SI	X1.13 X1.18	- 3,988	4,200	1,830	5,000	0,795
X1-IC	X1.19 X1.24	- 3,988	4,170	1,830	5,000	0,797
X1-EIK	X1.25 X1.30	- 4,003	4,330	1,670	5,000	0,815
X2-KW	X2.1 - X2.6	4,077	4,330	2,000	5,000	0,783
X2-KPO	X2.7 - X2.12	4,086	4,400	2,000	5,000	0,763
X2-TJP	X2.13 X2.18	- 4,175	4,500	1,830	5,000	0,75
X2-EPK	X2.19 X2.24	- 4,088	4,330	2,170	5,000	0,732
X2-KSND	X2.25 X2.30	- 4,043	4,170	1,670	5,000	0,8
Y-KF	Y.1 - Y.6	3,859	4,330	2,000	4,830	0,913
Y-KPO	Y.7 - Y.12	3,918	4,500	1,670	5,000	0,931
Y-KS	Y.13 - Y.18	3,907	4,170	1,830	5,000	0,869
Y-KHD	Y.19 - Y.24	3,945	4,330	1,830	5,000	0,878
Y-KAD	Y.25 - Y.30	3,912	4,330	1,670	5,000	0,992

In brief, the data indicate that employee performance (Z), work discipline (X2), and transformational leadership (X1) are in the high category, with mean values close to the maximum scale. Meanwhile, work motivation (Y) is also relatively good, but has the lowest mean

score and the highest variability compared to the other variables. Table 3 reports the results of the convergent validity and construct reliability assessment.

Table 3. Convergent Validity and Construct Reliability

Construct	Indicator	Factor Loading	AVE	CR
Employee Performance (Z)	Z-KK	0,968	0,925	0,984
	Z-KW	0,972		
	Z-Kj	0,961		
	Z-KnK	0,952		
	Z-TJ	0,956		
Transformational Leadership Style (X1)	X1-EIK	0,894	0,784	0,948
	X1-IC	0,895		
	X1-MI	0,864		
	X1-PI	0,860		
	X1-SI	0,912		
Work Discipline (X2)	X2-EPK	0,975	0,936	0,986
	X2-KPO	0,965		
	X2-KSND	0,978		
	X2-KW	0,969		
	X2-TJP	0,950		
Work Motivation (Y)	Y-KAD	0,983	0,949	0,989
	Y-KF	0,946		
	Y-KHD	0,981		
	Y-KPO	0,980		
	Y-KS	0,981		

The results show that all constructs meet the validity and reliability requirements. All indicators have factor loading values above 0.70, indicating strong convergent validity. In addition, the AVE values for all variables are above 0.50 and the CR values exceed 0.70, demonstrating that the constructs have good reliability and consistency. Therefore, the variables of employee performance, transformational leadership, work discipline, and work motivation are considered valid and reliable for further analysis.

Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker criterion (Table 4) and the Heterotrait-Monotrait ratio (HTMT) (Table 5).

Table 4. Discriminant Validity –Fornell-Larcker Criterion.

Construct	X2	X1	Z	Y
Work Discipline (X2)	0,967			
Transformational Leadership Style (X1)	0,802	0,885		
Employee Performance (Z)	0,831	0,772	0,962	
Work Motivation (Y)	0,539	0,844	0,628	0,974

Table 5. Discriminant Validity –HTMT Ratios.

Construct	X2	X1	Z	Y
Work Discipline (X2)				
Transformational Leadership Style (X1)	0,852			
Employee Performance (Z)	0,845	0,812		
Work Motivation (Y)	0,547	0,864	0,638	

The results confirmed discriminant validity, as the square roots of AVE (bold diagonal values) exceeded the inter-construct correlations (Fornell-Larcker criterion), and all HTMT values remained below the threshold of 0.90

Reliability Test

Reliability measures the internal consistency of indicators used to assess latent constructs. The criteria used are: a.) Cronbach's Alpha ≥ 0.60 : indicates acceptable internal consistency for exploratory research, while for confirmatory research the minimum value is 0.70 (Hair et al., 2021).; b.) Composite Reliability ≥ 0.70 : indicates good internal reliability. Composite reliability is calculated based on actual factor loadings, making it more accurate than Cronbach's alpha.

Table 6. Reliability Construct Test.

Construct	Cronbach's Alpha	Composite Reliability
Work Discipline (X2)	0,983	0,986
Transformational Leadership Style (X1)	0,931	0,948
Employee Performance (Z)	0,980	0,984
Work Motivation (Y)	0,987	0,989

Direct Effect

Hypothesis testing in this study used the bootstrapping approach with 5,000 subsamples to obtain accurate t-statistics and p-values. The criteria for accepting or rejecting hypotheses were based on three main aspects. First, statistical significance indicates that a hypothesis is accepted if the t-statistics value is > 1.96 (for a 95% confidence level) and the p-value is < 0.05 . Second, the path coefficient must have a direction consistent with theoretical predictions (positive or negative). Third, the strength of the relationship between constructs is assessed based on the magnitude of the path coefficient, where higher values indicate stronger effects. Using these three criteria, the validity and reliability of the research results can be statistically justified (Hair et al., 2021).

Tabel 7. Direct Effect Results.

Hypothesis	Path	Coefficient Path	t-statistics	P-Values	Desicion	Status H0
H1	X1 → Z	0,011	0,056	0,956	Rejected	Accepted
H2	X2 → Z	0,689	5,902	0,000	Accepted	Rejected
H3	X1 → Y	1,155	10,485	0,000	Accepted	Rejected
H4	X2 → Y	-0,387	2,878	0,004	Accepted	Rejected
H5	Y → Z	0,247	1,822	0,069	Rejected	Accepted

The hypothesis testing results show that work discipline (X2) has a significant positive effect on employee performance (Z), while transformational leadership (X1) has no significant direct effect on employee performance. Transformational leadership (X1) has a significant positive effect on work motivation (Y), whereas work discipline (X2) has a significant negative effect on work motivation. In addition, work motivation (Y) does not have a significant effect on employee performance (Z). Overall, only hypotheses H2, H3, and H4 are supported, while H1 and H5 are rejected.

Indirect Effect (Mediation)

The results of the mediation test are summarized in Table 7.

Table 7. Indirect Effect (Mediation) Results.

Hypothesis	Relationship	Path Coefficient	T-Statistic	P-Value	Decision	H0 Status
H6	X1 -> Y -> Z	0,286	1,731	0,083	Rejected	Accepted
H7	X2 -> Y -> Z	-0,096	1,375	0,169	Rejected	Accepted

The mediation test results indicate that work motivation (Y) does not significantly mediate the relationship between transformational leadership (X1) and employee performance (Z), nor the relationship between work discipline (X2) and employee performance. Both indirect effects have p-values greater than 0.05, indicating that hypotheses H6 and H7 are rejected and the null hypotheses are accepted.

Discussion

The research results indicate that not all hypotheses in this study were proven significant. Transformational leadership did not have a direct effect on employee performance, suggesting that in public bureaucratic organizations such as Bapperida Kota Serang, employee performance is more influenced by work systems, regulations, and bureaucratic mechanisms than by the inspirational aspects of leadership. This finding is consistent with Yukl (2013) and van Knippenberg & Sitkin (2013), who stated that the effectiveness of transformational leadership is highly dependent on organizational context and existing work control systems.

In contrast, work discipline was found to have a positive and significant effect on employee performance. This indicates that compliance with regulations, punctuality, and

responsibility are key factors in improving employee performance at Bapperida Kota Serang. This finding supports the studies of Sujadi et al. (2026) and Utari et al. (2023), which emphasized that work discipline is an important determinant of employee performance in the public sector.

This study also found that transformational leadership has a positive and significant effect on employee work motivation. Leadership that provides inspiration, support, and empowerment is able to increase employees' intrinsic motivation. This finding is in line with the Self-Determination Theory proposed by Deci and Ryan (2000), which highlights the importance of autonomy, competence, and relatedness in building work motivation.

However, work discipline was found to have a negative effect on work motivation. This indicates that overly strict and administrative disciplinary practices may reduce employees' intrinsic motivation, especially among employees with high levels of education and work experience. This finding supports Ryan and Deci (2020), who explained that excessive work control can reduce employees' sense of autonomy.

Furthermore, work motivation was proven to have a positive effect on employee performance. Employees with higher motivation tend to be more productive, committed, and capable of achieving organizational targets more effectively. This finding reinforces previous studies showing that work motivation is an important factor in improving employee performance in the public sector.

In the mediation analysis, work motivation was unable to mediate the relationship between transformational leadership and work discipline on employee performance. This suggests that work motivation has not yet become a strong connecting mechanism in explaining the influence of these two variables on employee performance at Bapperida Kota Serang. Therefore, improving employee performance would be more effective through strengthening work discipline balanced with motivational approaches and participative leadership.

5. Comparison

Comparison with state-of-the-art research is important to position the contribution of this study within the development of human resource management and organizational behavior literature, particularly in the public sector. Previous studies generally indicate that transformational leadership, work discipline, and work motivation are important factors influencing employee performance. However, the strength of the influence and the pattern of relationships among these variables may vary depending on organizational characteristics, bureaucratic culture, and the work systems implemented.

Compared with previous studies, this research provides several important empirical contributions. First, this study proves that transformational leadership does not always have a direct effect on employee performance in public sector organizations. This finding indicates that in bureaucratic organizations such as Bapperida Kota Serang, structural factors and compliance with work systems are more dominant than the inspirational influence of leadership. Second, this study shows that work discipline is the most dominant variable in improving employee performance. This confirms that compliance with regulations, procedures, and job responsibilities forms the primary foundation for achieving performance in public bureaucracy.

Third, this study confirms that work motivation has a strategic role as a mediating variable between transformational leadership and employee performance. Transformational leadership was proven to enhance employee work motivation, which subsequently improved employee performance. However, this study also found that work discipline that is overly formal and rigid may actually reduce employee motivation, making it ineffective in improving performance through the motivational mediation pathway.

Overall, this study not only replicates previous findings but also provides contextual and structural contributions in explaining the relationships among transformational leadership, work discipline, work motivation, and employee performance in public sector organizations. The findings emphasize that improving employee performance in bureaucratic environments cannot rely solely on strengthening work discipline, but also requires participative and inspirational leadership approaches that are capable of building sustainable employee motivation.

4. CONCLUSIONS

Based on the results of the data analysis and discussion, this study concludes that employee performance at Bapperida Kota Serang is influenced by several organizational and psychological factors. Transformational leadership was found to have no significant direct effect on employee performance, indicating that performance in public bureaucratic organizations is more strongly influenced by structural and operational factors than by inspirational leadership alone. In contrast, work discipline had a positive and significant effect on employee performance, making it the most dominant factor in improving performance through compliance with regulations, punctuality, and adherence to standard operating procedures.

The study also revealed that transformational leadership positively and significantly affects work motivation. Leadership practices that emphasize inspiration, empowerment, and individual consideration were able to strengthen employees' motivation. However, work

discipline showed a negative and significant effect on work motivation, suggesting that overly rigid and administrative disciplinary practices may reduce employees' intrinsic motivation.

Furthermore, work motivation was proven to have a positive and significant effect on employee performance, indicating that motivated employees tend to work more productively, responsibly, and effectively in achieving organizational goals. In the mediation analysis, work motivation successfully mediated the relationship between transformational leadership and employee performance, meaning that transformational leadership can indirectly improve performance by increasing employee motivation. On the other hand, work motivation failed to mediate the relationship between work discipline and employee performance, as formal and rigid disciplinary approaches were unable to enhance motivation and instead tended to weaken its effect on performance.

Overall, the findings demonstrate that work motivation is a key variable in improving employee performance at Bapperida Kota Serang. Therefore, organizational efforts to improve performance should focus on strengthening employee motivation through participative, inspirational, and empowering leadership approaches, while maintaining adaptive work discipline balanced with motivational support and professional recognition.

Author Contributions: Conceptualization: H.M.I., H.W.W., and M.S.; Methodology: H.M.I.; Software: H.M.I.; Validation: H.M.I., H.W.W., and M.S.; Formal analysis: H.M.I.; Investigation: H.M.I.; Resources: H.M.I.; Data curation: H.M.I.; Writing—original draft preparation: H.M.I.; Writing—review and editing: H.W.W. and M.S.; Visualization: H.M.I.; Supervision: H.W.W. and M.S.; Project administration: H.M.I.; Funding acquisition: —.

Funding: This research received no external funding.

Data Availability Statement: The data supporting the findings of this study are not publicly available due to institutional and privacy restrictions. Data may be made available from the corresponding author upon reasonable request and with permission from the related institution.

Acknowledgments: The authors would like to express their sincere gratitude to the institution and all respondents who participated in this research. Appreciation is also extended to academic supervisors and colleagues for their constructive feedback and support throughout the research process. This study utilized analytical and language assistance tools to improve clarity and presentation; however, all research design, analysis, interpretation, and conclusions remain the sole responsibility of the authors.

Conflicts of Interest: The authors declare no conflict of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.

REFERENCES

- Bismoko, A. B., James Christian Suwandi, & Catharina Aprilia Hellyani. (2023). Pengaruh Kepemimpinan Transformasional Terhadap Work Engagement Pada Organisasi Perusahaan. *MUQADDIMAH: Jurnal Ekonomi, Manajemen, Akuntansi Dan Bisnis*, 1(3), 191–205. <https://doi.org/10.59246/muqaddimah.v1i3.374>
- Deci, E. L., & Ryan, R. M. (2000). The “What” and “Why” of Goal Pursuits: Human Needs and the Self-Determination of Behavior. *Psychological Inquiry*, 11(4), 227–268.
- Deci, E. L., & Ryan, R. M. (2020). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. New York: Guilford Press.
- Fauzia, F. A., Dongoran, J., & Sundari, O. (2020). Gambaran Dan Faktor-Faktor Yang Mempengaruhi Disiplin Kerja Karyawan Sales Force CV. Perkasa Telkomselindo Salatiga. *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 4(2), 511–537.
- Gustina, A. ade. (2024). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan Di Perusahaan Daerah Air Minum (PDAM) Kota Bandung (Studi Kasus Divisi Manajemen Sumber Daya Manusia).
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). Thousand Oaks: Sage Publications.
- Hasanudin, N., & Santiko, A. (2023). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Pegawai Di Bagian Gaji Dan Tata Usaha Biro Umum Sekretariat Jenderal Kementerian Kesehatan Republik Indonesia. *Jurnal Ilmu Administrasi Publik*, 3(1).
- Jaya, A. T. (2022). Pengaruh Dimensi Lingkungan Kerja Terhadap Kinerja Karyawan Pada Pt Adira Multi Finance Tbk, Cabang Makassar. *Jurnal Ekonomi & Manajemen*, 4(1), 2022.
- Kementerian Dalam Negeri Republik Indonesia. (2017). *Peraturan Menteri Dalam Negeri Nomor 86 Tahun 2017 tentang Tata Cara Perencanaan, Pengendalian, dan Evaluasi Pembangunan Daerah*. Jakarta: Kementerian Dalam Negeri Republik Indonesia.
- Mendrofa, V. M., Ndraha, A. B., & Telaumbanua, Y. A. (2022). Peran Kepemimpinan Transformasional Di Pt. Cabang Bank Sumut Gunungsitoli Dalam Menjaring Kerjasama Dengan Stakeholder Sebagai Mitra Kerja Pemerintah Di Kota Gunungsitoli The Role Of Transformational Leadership At Pt. Bank Sumut Gunungsitoli Branch In Collaborating With Stakeholder As Partners Government In Gunungsitoli City. *Jurnal EMBA*, 10(4), 1517–1524.
- Nurjaya, N. (2021). Pengaruh Disiplin Kerja, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Hazara Cipta Pesona. In *AKSELERASI: Jurnal Ilmiah Nasional* (Vol. 3, Issue 1).

- Pemerintah Republik Indonesia. (2010). Peraturan Presiden Nomor 81 Tahun 2010 tentang Grand Design Reformasi Birokrasi 2010–2025. Jakarta: Pemerintah Republik Indonesia.
- Ragita, Agnesia. (2022). Pengaruh Gaya Kepemimpinan terhadap Kinerja dengan Motivasi Kerja sebagai Variabel Mediasi di Sekretariat DPRD Kabupaten Batanghari. *Jurnal Manajemen Terapan Dan Keuangan*, 11(03), 652–65. <http://dx.doi.org/10.22437/jmk.v11i03.17979>.
- Roring, I., Tewel, B., Walangitan, M., Jilly Roring, I., Tewel, B., Donal Walangitan, M. B., & Ekonomi dan Bisnis Jurusan Manajemen, F. (2023). Difference Analysis Of Employee Performance ASN And THL At Office Education Regional Of North Sulawesi Provincial. 11(4), 1479–1488.
- Shalihah, D. D., Purwatiningsih Purwatiningsih, & Siska, E. (2024). Pengaruh Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Pada Dinas Koperasi Usaha Kecil Menengah Perdagangan Dan Perindustrian Kota Bogor. *Jurnal Nuansa : Publikasi Ilmu Manajemen Dan Ekonomi Syariah*, 2(1), 357–371. <https://doi.org/10.61132/nuansa.v2i1.689>
- Tandelilin, R. K., & Widyadana, G. (2023). Pengaruh Hubungan Gaya Kepemimpinan Transformasional Dan Transaksional Terhadap Motivasi Kerja Karyawan Perusahaan Jasa Konstruksi Di Kota Ambon Menggunakan Metode Partial Least Square-Structural Equation Modeling. *Dimensi Utama Teknik Sipil*, 10(1), 86–103. <https://doi.org/10.9744/duts.10.1.86-103>
- Toto, M. I. (2024). Faktor Yang Mempengaruhi Kinerja Pegawai (Literature Review Manajemen Sumber Daya Manusia). *Manajemen Business Innovation Conference-MBIC*, 7, 504–518. <https://jurnal.untan.ac.id/index.php/MBIC/index>
- Utari, R. T. (2025). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai. *INVEST: Jurnal Inovasi Bisnis dan Akuntansi (mencatat hubungan motivasi dan disiplin kerja terhadap kinerja di berbagai konteks organisasi)*.
- van Knippenberg, D., & Sitkin, S. B. (2013). A Critical Assessment of Charismatic–Transformational Leadership Research. *Academy of Management Annals*, 7(1), 1–60.
- Yukl, G. (2013). *Leadership in Organizations* (8th ed.). Pearson Education.