

**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE, WORK DISCIPLINE
AND MOTIVATION ON EMPLOYEE PERFORMANCE AT THE WARSHIP DIVISION
PT. INDONESIA PAL (PERSERO) SURABAYA**

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Abstract: *This study aims to analyze the effect of transformational leadership style, work discipline and motivation on employee performance in the battleship division of PT. PAL INDONESIA (Persero) Surabaya. The study was conducted at the Warship Division of PT. PAL INDONESIA (Persero) Jalan Ujung, Surabaya. When the study was conducted in October - December 2019. This study used sampling data from 63 employees through questionnaires. The type of data used is quantitative. In this research, the resulting t test shows that the transformational leadership style variable has a partial effect on Y with a regression coefficient value of Transformational Leadership Style (X1) of 0.168, the value of the Work Discipline regression coefficient (X2) of 0.292, and the Motivation regression coefficient (X3) of .294. While the F test, obtained $f_{count} > f_{table}$ is $33.016 > 2.76$ so that it can be concluded that the independent variables of transformational leadership style (X1), work discipline (X2), motivation (X3) have a significant influence simultaneously on the dependent variable of employee performance (Y). This research is expected to be able to support the basic decision making for the battleship division of PT. PAL INDONESIA (Persero) related to transformational leadership style (X1), work discipline (X2), motivation (X3). It aims to maintain and develop employee performance better than before. In addition, this research is expected to be able to provide new knowledge about transformational leadership style (X1), work discipline (X2), motivation (X3) in the battleship division of PT. PAL INDONESIA (Persero) Surabaya.*

Keywords: *Transformational Leadership Style, Work Discipline, Motivation, Employee Performance.*

1. Introduction

Human resources are a determining factor for the success of an effective organization. Human resources play a role as the main driver in the implementation of all activities or activities of the company or organization, so they must be managed properly through the management of Human Resources (HR). The organization expects that employees are able to display optimal and quality performance. If the performance of human resources is high, the organizational performance will automatically be high.

Leadership style describes a consistent philosophy, skills, traits and attitudes that underlie one's behavior. Leadership style will show directly about a leader's belief in the ability of his subordinates.

This means that leadership style is behavior and strategy as a result of a combination of philosophy, skills, traits, attitudes that are often applied from a leader when he tries to influence the performance of his subordinates (Rorimpandey, 2013: 2)

Apart from the leadership factor, another factor is work discipline. Order is the main characteristic of the organization and work discipline is one method to maintain this order. The main goal of discipline is to increase efficiency as much as possible by preventing wastage of time and energy. In addition, discipline tries to prevent damage or loss of property, objects, machines, tools and work equipment caused by carelessness, jokes or theft. Discipline try overcome mistakes and negligence caused by inattention, incompetence, and tardiness. Discipline seeks to prevent a slow start of work or an early ending of work caused by tardiness or laziness. Discipline also seeks to control differences of opinion between employees and prevent disobedience caused by misunderstandings and misinterpretations.

Work discipline at the company will increase the timeliness of work so that employees will be responsible for their work. Turangan, Reynold, Sifrid & Maria (2016) stated that work discipline is one of the attitude factors in acting that affect employee performance. Good discipline is showing how someone is responsible to the tasks assigned to him.

In addition to leadership style and work discipline, other factors that influence performance are motivation, the motivation given to employees. Motivation can encourage an employee to carry out work optimally in accordance with the goals desired by a leader in creating a conducive work atmosphere within the company. The driving force is motivation. Motivation is very important given to an employee because motivation is the impetus that moves employees to improve performance, so that they can realize and achieve the goals set by the company.

Leaders must know what their subordinates need to motivate them. The more the need fulfilled, the greater the employee's performance to complete the tasks that have been given. Motivation is an encouragement to a series of human behavioral processes to achieve goals (Wibowo, 2014: 323).

In an organization, employee performance is very important to increase existing business opportunities. If employee performance increases, the company's goals will be quickly achieved. According to (Noor, 2013: 27) performance is a condition that must be known and confirmed to certain parties to determine the level of achievement of individual results associated with the vision carried out by an organization, as well as knowing the positive and negative impacts of operational policies. PT. PAL INDONESIA (Persero) is one of the State-Owned Enterprises (BUMN) which is engaged in manufacturing.

The Company's location is on Jl. End of Surabaya. With the main activities of producing warships and merchant ships, providing ship repair and maintenance services, as well as general engineering with certain specifications based on orders. PT. PAL INDONESIA (Persero) has several divisions in the implementation process.

2. Research Method

This study the author can take the title Effect of Transformational Leadership Style, Work Discipline and Motivation on employee performance in the Warship Division of PT. PALINDONESIA (Persero) Surabaya This research is a causal associative research using a quantitative approach. Causal associative research is research that aims to determine the effect

between two or more variables. This type of data is formed quantitatively, which uses questionnaire data to determine the effect of transformational leadership style, work discipline and work motivation on employee performance in the Warship Division.

3. Results and Discussion

The Effect of Transformational Leadership Style on Employee Performance

Based on the analysis results show that the Transformational Leadership Style variable has a partial effect on Employee Performance, this can be seen from the t value of $0.004 < 0.05$, so the conclusion is that the Transformational Leadership Style variable (X1) has a positive and significant influence on employee performance in the warship division.

PT. PAL INDONESIA (Persero)

Surabaya (Y). Thus the first hypothesis reads "Transformational Leadership Style has an influence on employee performance in the warship division of PT. PAL INDONESIA (Persero) Surabaya. These results prove that a good Transformational Leadership Style will shape employee performance, so that if the warship division of PT. PAL INDONESIA (Persero). If you want to improve employee performance, it is necessary to pay attention to matters relating to the Transformational Leadership Style. The Transformational Leadership Style in this study was measured through 11 indicators, which in this study showed that the majority of 63 respondents gave an assessment of agreeing to the statement "Head of Department encourages me to solve problems old in a new way" which has the highest mean value of 3.60. While the one with the lowest mean value is 3.32 in the statement "The Head of Department gives me confidence that the company's goals will be achieved." stated that the respondent was neutral towards the statement. In general, the statement of the Transformational Leadership Style variable got an average value of 3.47 which means that the respondents gave an agreed assessment.

The results of this study are in line with the results of research conducted by Trianingsih (2007:35) in his research concluded that there is a positive influence between transformational leadership style on employee performance, that the better the way to lead a leader, the more it will affect employee performance.

The Effect of Work Discipline on Employee Performance

Based on the analysis results show that the Work Discipline variable has a partial effect on Employee Performance, this can be seen from the value of t sig $0.029 < 0.05$, so the conclusion is that the Work Discipline variable (X2) has a positive influence and significantly to the performance of employees in the warship division of PT. PAL INDONESIA (Persero) City of Surabaya (Y). Thus the first hypothesis reads that work discipline has an effect on employee performance in the warship division of PT. PAL INDONESIA (Persero) Surabaya. These results prove that with the work discipline applied, it will shape employee performance, so that if the warship division of PT. PAL INDONESIA (Persero) wants to improve employee performance, it is necessary to pay attention to matters relating to discipline. The discipline in this study was measured through 4 indicators, which in this study showed that the majority of 63 respondents gave an assessment of agreeing to the statement "Employees of the Warship Division of PT. INDONESIAN PAL (Persero) complies with other regulations in the company".

Which has the highest mean value is 3.52. While the one with the lowest mean value is 3.38 on the question “Employees of the Warship Division of PT. PALINDONESIA (Persero) obeys the rules of behavior at work”. Stating that the respondent is neutral on the statement. In general, the Work Discipline variable statement got an average value of 3.46, which means that the respondents gave an agreed assessment.

The results in this study are in line with the results in research conducted by Hasibuan (2013: 193) discipline is an operative function of human resource management that is learned because the better the discipline of employees, the higher the work performance they achieve. The main purpose of discipline is to increase efficiency as much as possible by preventing damage or loss of property, machinery, equipment, and work equipment caused by carelessness, joking or theft.

The Effect of Motivation on Employee Performance

Based on the results of the analysis, it shows that the motivation variable has a partial effect on employee performance, this can be seen from the t value of $\text{sig}0.022 < 0.05$, so the conclusion is that the motivation variable (X3) has a positive and significant effect on employee performance in the warship division

PT. PAL INDONESIA (Persero) Surabaya City (Y). Thus the first hypothesis reads "Work motivation has an effect on employee performance in the warship division of PT. PAL INDONESIA (Persero) Surabaya City. These results prove that with the motivation given to employees it will shape employee performance, so that if the warship division of PT. PAL INDONESIA (Persero) If you want to improve employee performance, it is necessary to pay attention to matters relating to motivation. The motivation in this study was measured through 5 indicators, which in this study showed that the majority of 63 respondents gave an assessment of agreeing to the statement "In my opinion, the company provides opportunities and opportunities to show my abilities". Which have the highest mean value is 3.40. While the one with the lowest mean value is 3.37 in the statement "In my opinion, the company has given me the opportunity to interact with fellow co-workers in the company environment". Stating that the respondent is neutral to the statement. In general, the statement of the motivation variable gets an average value of 3.47 which means that the respondents give an assessment of agreeing.

The results in this study are in line with the results in research conducted by Vebe Selan, Amin Wahyudi, and Suprihatmi Sri (2016). Where work motivation is very important in the form of support in order to awaken an organization so that it is truly able to channel and support human behavior as employees to want to work actively and enthusiastic to achieve optimal results.

The Influence of Transformational Leadership Style, Work Discipline and Motivation on Employee Performance

The F test results show that Transformational Leadership Style (X1), Work Discipline (X2), Motivation (X3) have an effect on Employee Performance (Y). This is evidenced by the F_{sig} value of $0.000 < 0.05$.) The influence of Transformational Leadership Style (X1), Work Discipline (X2), Motivation (X3) indicates a positive direction or unidirectional relationship to Employee Performance (Y), so it can be interpreted that if the more If the Transformational

Leadership Style (X1), Work Discipline (X2), Motivation (X3) increases, the employee's performance will also increase, and vice versa if it decreases.

Transformational Leadership (X1), Work Discipline (X2), Motivation (X3) then employee performance will decrease. This means that the hypothesis which reads "Transformational Leadership Style (X1), Work Discipline (X2), Motivation (X3) together has an effect on employee performance in the warship division of PT. PAL INDONESIA (Persero) Surabaya City" is declared accepted.

The test results (R²) in this study indicate that simultaneously, Transformational Leadership Style, Work Discipline, and Motivation have an influence of 62.7% on employee performance while the remaining 37.3% is influenced by other variables outside of this study.

4. Conclusion

Based on the results of research and analysis obtained regarding the Effect of Leadership Style

Transformational, Work Discipline and Motivation on Employee Performance at the Warship Division of PT. PAL INDONESIA (Persero) Surabaya. Then the following conclusions can be drawn:

1. Based on research conducted obtained from the results of the t test (partial) it can be concluded that the transformational leadership style variable has a partially significant influence on the employee performance variable at the Warship Division of PT PAL INDONESIA (Persero) Surabaya.
2. Based on the research obtained from the results of the t test (partial) it can be concluded that the work discipline variable has a partially significant influence on the employee performance variable at the Warship Division of PT PAL INDONESIA (Persero) Surabaya.
3. Based on the research obtained from the results of the t test (partial) it can be concluded that the motivation variable has a partially significant influence on the employee performance variable at the PT PALINDONESIA Warship Division (Persero) Surabaya.
4. Based on the research obtained from the results of the F test (simultaneous) it can be concluded that the independent variable is leadership style transformational, work discipline, and motivation have a significant effect simultaneously on the employee performance variable in the Ship Division Commerce PT PAL INDONESIA (Persero) Surabaya.

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