

*Research Article*

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

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**Abstract:** The purpose of this study is to evaluate how transformational leadership style, work motivation, and work discipline affect employee performance at the Alpha Indonesia Foundation in Central Java. The social background of the foundation, which includes various issues related to human resources and workplace dynamics, highlights the importance of this study. Using a census strategy, all 49 employees participated as respondents in this survey-based quantitative approach. A closed-ended questionnaire based on a Likert scale that had undergone validity and reliability testing to ensure measurement accuracy was used to collect data. The partial and simultaneous effects of these factors were evaluated using multiple linear regression analysis. Regardless of worker performance. The results of the study show that work motivation increases productivity, work discipline encourages regularity and consistency in job performance, and transformational leadership significantly improves employee morale. Overall, it has been proven that these three factors have a significant impact on the performance of agency employees. These results highlight the importance of intrinsic motivation, work discipline, and inspirational leadership as critical components in maximizing employee performance, especially in non-profit organizations involved in social and educational development.

**Keywords:** Employee Performance; Non-Profit Organization; Transformational Leadership; Work Discipline; Work Motivation.

## 1. Introduction

Human resource management is an important element in determining the success of an institution, because it is not only responsible for carrying out work, but also a key asset that drives the achievement of goals. Therefore, human resource management must respect human values in order to foster a positive attitude and improve work quality. In the context of modern organizations, the role of HR is increasingly crucial in line with the challenges of globalization, digitalization, and the dynamics of the work environment (Armstrong & Taylor, 2020; Dessler, 2020; Meirdiansyah, 2015).

Employee performance is a key indicator in assessing the quality of human resources, as it reflects productivity, dedication, and individual contributions to the achievement of organizational goals. Clear performance standards are important to provide a reference for each employee to work in accordance with the organization's expectations, both in the business sector and in social institutions such as foundations (Laa & Susanto, 2023; Fauzan & Aslami, 2023). In addition, performance also has a strategic dimension because individual results will affect the work unit and the overall performance of the organization. (Candra et al., 2024; Hadi et al., 2024)

Indonesia still faces complex social problems, such as economic inequality, poverty, and uneven human resource quality. In Semarang City, although poverty rates have declined, welfare inequality continues to increase and is exacerbated by rampant juvenile delinquency

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and crime. Meanwhile, suburban areas such as Jabungan Village are more concerned with health and education issues, particularly related to stunting prevention and nutrition.

In this situation, the existence of social organizations, one of which is the Alpha Indonesia Central Java Foundation, is very strategic. As an organization engaged in education, social, and religious activities, the success of this foundation is largely determined by the quality of its employees' performance. Internal elements such as work motivation, work discipline, and transformational leadership style are very important in optimizing organizational effectiveness. The pre-survey results show that the foundation's leadership has implemented a transformational leadership style, which is able to foster enthusiasm, increase responsibility, and strengthen emotional bonds between leaders and employees

**Table 1.** Results of the Leadership Style Pre -survey Transformational.

No.	Question	Answer			
		Agree	%	Don't agree	%
1.	In the Alpha Indonesia Foundation Central Java, what is it? leader You Already give good example For followed by employees ?	10	100%	-	-
2.	Whether Leader You give motivation to employee For Work with Good ?	10	100%	-	-
3.	Whether leader You give chance its employees For generate ideas and concepts new ?	9	90%	1	10%
4.	Whether leader You Want to hear complaint from employees and can provide a solution?	9	90%	1	10%

Source: Pre- Survey Data , 2025.

In addition to leadership, work motivation is an important component that drives individuals to act and perform optimally. Robbins & Judge (2020) explain that motivation includes the direction, intensity, and persistence of work behavior. Employees with high motivation will show resilience to pressure, a willingness to take initiative, and loyalty to the organization. Yanti (2020) explains that motivation at work plays a direct role in influencing employee performance, as well as strengthening work commitment and reducing the potential for turnover.

**Table 2.** Motivation Pre -survey Table Work.

No.	Question	Answer			
		Agree	%	Don't agree	%
1.	Whether You feel can achieve the target that has been set given ?	6	60%	4	40%
2.	Whether leader You give confession to results work that has been done you do ?	9	90%	1	10%
3.	Whether Condition work in an office / in an agency push You in Work with Good ?	5	50%	5	50%
4.	Whether You can finish work You in accordance with the target that has been given ?	10	100%	-	-
5.	Whether Leader You give motivation to employees to think proceed to front?	9	90%	1	10%

Source: Pre- Survey Data , 2025.

Another important factor is the level of discipline at work. Discipline reflects an individual's compliance with and responsibility for organizational rules. (Hasibuan, 2021) asserts that high discipline can minimize work errors, create order, and increase efficiency. Research Widyastuti and Kurniawan( 2022) proves that work discipline is positively related to performance, as it encourages individuals to work systematically and professionally.

At the Alpha Indonesia Foundation, the pre-survey results showed that only 60% of respondents felt capable of achieving their work targets, and only half of the respondents considered their working conditions to be supportive. This indicates that efforts to increase motivation are still needed.

**Table 3.** Discipline Pre -survey Table Work.

No.	Question	Answer			
		Agree	%	Don't agree	%
1.	Whether You always come appropriate time to the place Work ?	8	80%	2	20%
2.	Whether You Already do work in accordance with procedure ?	10	100%	-	-
3.	Whether You Already obey all over existing regulations in place Work ?	10	100%	-	-

Source: Pre- Survey Data , 2025.

Transformational leadership, motivation, and work discipline are interrelated elements that contribute to the creation of a conducive work environment and improved employee performance. Leaders who are able to inspire can generate motivation, strong motivation will reinforce discipline, while discipline plays a role in directing that motivation into productive work actions.

## 2. Literature Review

### Theoretical basis

Strategic Foundation theory is gathering concepts, principles, and findings study previously which became base in explain variables research . In the study this, the foundation theory used For give explanation scientific about connection between style leadership transformational, motivational work and discipline Work to performance employees. The theories used is theories that have been proven in a way empirical and recognized in a way academic, so that worthy made into reference in formulate hypothesis and instruments study.

As framework Main, Management Human Resources (HR) is seen as approach strategic in manage power Work as core assets of the organization. Armstrong & Taylor (2020) emphasize that HR is method systematic For increase performance individual and organization through recruitment, training, development, evaluation performance and management connection work to support achievement objective strategic.

In research This, HR is relevant Because leadership, motivation, and discipline is element important in effective human resource management. Third variables the believed play a role direct and No direct in influence performance employees. With Thus, understanding deep about theory related become important For strengthen framework thinking and formulation hypothesis study.

### ***Performance***

Performance basically reflect results real results achieved individual or group in meet organizational targets. According to Armstrong & Taylor( 2020) and Robbins & Judge (2020), performance No only seen from the final output, but also from behavior work, process, and contribution to achievement objective organization. Dessler( 2020) add that good performance must measured with standard objectives that include quality, quantity, and accuracy time. More continued, Laa et al. (2023) as well as Candra et al. (2024) confirm that performance is also influenced by internal factors such as motivation, discipline, and leadership, as well as dimensions important innovation in face change environment external. With Thus, performance can viewed as gauge measuring main success organization at a time base in evaluation and development source Power man.

- a. Samsudin (2009:67) stated that evaluation performance own various benefits, including:
  - 1) Improvement performance: Delivering bait useful feedback For improve and develop potential employee.
  - 2) Adjustment compensation: To be base in taking decision related wages, bonuses, and allowances.
  - 3) Promotion and transfer decisions: Based on evaluation performance that shows potential and needs development.
  - 4) Identification need training: Achievement low can show the need training additional, whereas performance tall indicates potential development.
  - 5) Planning career: Individual performance can made into guidelines in designing track career.
  - 6) Repair system work: Poor performance Can become indicator existence problem in design work, procedures recruitment, or analysis position.
  - 7) Guarantee justice work: Evaluation objective ensure No existence discrimination in placement Work.
  - 8) Response to factor external: The evaluation also takes into account factor external influences results work, such as condition health or family.
- b. Gomez (2013:45) offers approach evaluation based on eight dimensions behavior specific work:
  - 1) Quality work: Level of suitability results Work with standard expected quality.
  - 2) Quantity work: Amount work completed in period certain.
  - 3) Knowledge Job: Understanding and mastery on tasks and procedures Work.
  - 4) Creativity: Ability create solution innovative to problem work.
  - 5) Cooperation: Willingness For Work The same in team in a way harmonious .
  - 6) Initiative: Activeness in take action proactive For interest organization.
  - 7) Reliability: Level of trust to not quite enough responsibility and accuracy time Work.
  - 8) Qualities : Includes ethics work, integrity, and character individual.
- c. Uno (2014:27) also added five indicators main used as reference measurement performance, namely:
  - 1) Quality results Wor
  - 2) Speed and accuracy time
  - 3) Initiative

- 4) Ability finish task
- 5) Communication effective

In a way overall performance reflect seriousness and competence a employee in operate not quite enough answer his work. Therefore that, the factors like motivating leadership, discipline high work, and motivation intrinsic as well as strong extrinsic factors play a very important role in form level performance employee in something organization.

### **Leadership Theory Transformational**

Draft leadership transformational first introduced by Burns ( 1978 ) and developed more further by Bass (1985), as well updated by (Bass & Riggio, 2021). This model explain How leader capable inspire, motivate, and push subordinate For beyond interest personal for the purpose together. According to Bass & Riggio (2021), leadership transformational consists of from four component the main known as 4I:

- a. Idealized Influence: Leaders act as role models who can trusted and respected. Inspirational
- b. Motivation: Leader convey inspiring vision and mission Spirit Work.
- c. Intellectual Stimulation: Leader push innovation and thinking creative from his subordinates.
- d. Individualized Consideration: Leaders give attention special to need development individual.

Suryadi (2024) find that leadership transformational play a role positive in increase motivation and performance staff at the institution education. Rehmani (2023) also shows that leadership transformational create environment supportive and productive work.

### **Motivation Theory Work**

Motivation Work interpreted as internal and external drives that direct somebody For act to achieve objective certain. One of the relevant approach is Vroom 's Expectancy Theory, which was developed repeated by (latham, 2021). In theory This explained that individual will motivated If they Certain that business they will produce good performance, performance the bring rewards, and rewards That worth for they. Latham (2021) to describe three element main in theory This:

- a. Expectancy: Confidence that effort given will produce good performance.
- b. Instrumentality: Belief that performance will followed by rewards certain.
- c. Valence: The extent to which an individual value reward the.

Abokor et al. (2025), through studies literature conclude that motivation play a role important as connector between leadership with improvement performance, in particular in organization social.

### **Discipline Theory Work**

Discipline Work reflect attitude employee in obey rules and standards Work organization. Rivai & Mulyadi, (2021) mentions that discipline describe not quite enough responsibility, integrity, and discipline individual to tasks carried out.

According to Hardjadinata et al. (2022), level high discipline capable increase efficiency and effectiveness work. Discipline No only covers attendance and compliance time, but also regularity behavior work and consistency in implementation task. Study Purwanto (2023) state that in organization social, discipline become factor important in build trust public and ensure sustainability service organization.

### **Employee Performance Theory**

Employee performance is results work achieved based on competence, experience, and dedication individual. According to Mangkunegara (2017), performance is achievement results Work based on not quite enough the answer given. Gomez-Mejia et al. (2021) identify eight dimensions performance: quality, quantity, accuracy time, efficiency costs, attendance,

work equality, independence, and integrity. In the context of foundation, indicators the customized with service social, reporting accountable, and participation active.

### Study Previously

In research about The Influence of Leadership Style Transformational, Discipline Work and Motivation Work on Employee Performance at the Alpha Indonesia Foundation, Central Java, researcher adapt a number of findings from studies previously as material study libraries, including: Yuliani & Putra (2021) Shows that style leadership transformational own impact significant to performance employees at the institution social. A capable leader give inspiration and direction in a way consistent can increase motivation and productivity staff. These results relevant implemented in the environment of the Alpha Indonesia Foundation, Central Java, which operates in the field of social and education.

Hasibuan & Fitriani (2022) In the organization non-profit based mark religious, motivational Work proven become factor important in push achievement performance. A leadership style that encourages development self participate strengthen loyalty and passion Work employees, who can made into reflection in context foundation social like Alpha Indonesia. Rahman et all. (2023) Declare that discipline Work is variables mediation important thing that connects leadership and performance employees. In the environment busy work activity social, discipline become runway main in guard quality and consistency service.

Prasetyo & Nurhayati (2023) In the foundation social regional scale, style leadership transformational found own influence direct to motivation and discipline, which then impact positive to achievement performance employees. This study is very relevant with characteristics Alpha Indonesia Foundation organization, Central Java. Saputra & Mulyani (2024) Finding that motivation Work become connector between style leadership and results work. Employees who feel get attention from leadership will more pushed For increase performance. This is become important in context foundations that need dedication tall from its employees.

**Table 4.** Research Previously.

Researcher & Year	Title Study	Key Findings	Relevance with Current Research
(Yuliani & Putra, 2021)	<i>Leadership &amp; Transformational and Performance in Yogyakarta Social Institutions</i>	Leadership style transformational increase motivation and performance Staff Visionary and supportive leaders are very influential to productivity .	Prove relevance style leadership transformational in institution social , such as the Alpha Indonesia Foundation.
(Hasibuan & Fitriani, 2022)	<i>Motivation Work and Performance in Organizations Non-profit Religious</i>	Motivation Work influenced by leadership participatory and influential significant to improvement performance staff .	Explain importance motivation in non-profit organization based on mark like foundation .
(Rahman et al., 2023)	<i>Discipline as a mediator between Leadership and Performance</i>	Discipline Work become strong intermediary between style leadership and achievement of work targets at the foundation education .	Support analysis influence No direct style leadership to performance through discipline Work .

Researcher & Year	Title Study	Key Findings	Relevance with Current Research
(Prasetyo & Nurhayati, 2023)	<i>Leadership and Culture Discipline at the Central Java Social Foundation</i>	Leadership transformational influence on motivation and discipline work , which contributes to the improvement effectiveness organization .	In accordance with context geographical and type organization your research .
(Saputra & Mulyani, 2024)	<i>Motivation as Variables Mediation in Influence Leadership on Performance</i>	A caring leader to development individual capable increase motivation and in a No direct repair performance .	Strengthen connection mediation between motivation and influence style leadership to performance .

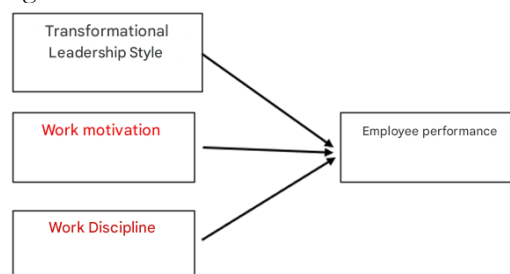
### Framework of thinking

Study This aim analyze influence leadership transformational, motivational work and discipline Work to performance employees of the Alpha Indonesia Foundation, Central Java. In the organization social, performance employees are greatly influenced by capable leadership inspire, arouse spirit, and instill discipline.

Leadership transformational play a role important Because leader No only depend on formal authority, but also develop vision, giving attention individuals, and encourage innovation. Fitriani & Hamzah (2023) find that employees below leadership transformational tend Work more optimal because feel appreciated, given room take the initiative, and goal - directed term long. This is very relevant for the Alpha Foundation which operates in the field of social, where dedication and care employee become key success.

Besides leadership, motivation work also has an effect big to performance. According to Deci & Ryan (2020), high motivation increase enthusiasm, initiative, and perseverance work. In the foundation non-profit, motivation intrinsic like a sense of responsibility answer social and meaning work often more dominant compared to incentive financial.

Other factors that are not lost important is discipline work, namely compliance to applicable rules, procedures, and standards. Robbins & Judge (2022 ) confirm that discipline reflect commitment employee to task, create regularity, as well as impact directly on the increase performance organization.



**Figure 1.** Framework Think Theoretical.

### Formulation Hypothesis

According to Sugiyono (2021), hypothesis is statement while the arrangement is being made as solution beginning to problem research, the validity of which must proven in a way empirical through data collection in the field. Hypothesis This designed based on runway appropriate theory and results review literature previously. It is called temporary because at the time proposed, hypothesis Not yet own proof factual, but rather only based on arguments existing logic and theory. More continued, Sugiyono confirm that in approach quantitative, hypothesis own role strategic Because functioning as suspicion beginning about existence

connection between variables, which then will verified or rejected through analysis statistics. With Thus, the hypothesis No only directs the data collection process, but also becomes foundation in the testing process theory.

In line with that, Abdullah et all (2022) put forward that hypothesis is statement scientific that can tested and refuted (falsifiable), which is compiled in a way logical For explain connection cause and effect or connection correlational between two variables or more. Temporary that, Zulfikar et all (2022) add that hypothesis need formulated in operational form, namely can measured in a way empirical and tested use instruments that have been proven valid and reliable.

### **Connection between Leadership Styles Transformational and Employee Performance**

Leadership style transformational focus on ability leader in inspire, motivate, and push employee For developing. Through clear vision, role model positive, and consistent support, leaders transformational capable grow commitment and passion high work conditions This push improvement productivity and impact positive to achievement performance employee. Previous studies as done by Wahyuni et al. (2021) and Andriani et all. (2023) find existence influence positive and significant between leadership transformational and improvement performance employee.

Hypothesis 1 (H1): There is influence positive and significant between style leadership transformational to performance employee.

### **Connection between Motivation Employee Work and Performance**

Motivation Work is internal and external motivation external driving force individual For achieve optimally. Based on theory Maslow's needs and Herzberg's two factor theory, high motivation can grow dedication, creativity, and productivity employees. Encouragement the will reflected in performance, namely results achieved in carry out task. Performance is not only measured from many work done, but also from quality, accuracy time, efficiency, and capability adapt self with demands organization. With Thus, motivation Work play a role important in determine to what extent employees capable give contribution maximum for success organization. Study from lestari and Wibowo (2022) as well as Rudy et al. (2023) show that motivation Work give meaningful contribution in increase performance individual in environment Work.

Hypothesis 2 (H2): Motivation Work influential in a way positive and significant to performance employee.

### **Connection between Discipline Employee Work and Performance**

Discipline Work show to what extent employees obedient to rules, responsible responsible and consistent in carry out assignment. According to Robbins & Judge (2022 ), high discipline become indicator important for achievement efficiency as well as productivity organization. Good level of discipline contribute to the improvement performance, because disciplined employees tend finish work appropriate time, according to procedures, and with optimal quality. With thus, discipline Work play a role as one of the factor main in determine success achievement performance employee. Research conducted by Saputri & Mulyadi (2022) and Akbat et all. (2021) prove that discipline Work own significant impact to improvement performance employee.

Hypothesis 3 (H3): Discipline Work influential in a way positive and significant to performance employee.

## **3. Research Method**

### **Types and Approaches Study**

Study This use approach quantitative with type study associative approach This chosen Because in accordance For test connection between variables free (leadership transformational, motivational work and discipline work) with variables bound (performance employees) through numerical data and statistical tests (Sugiyono, 2021).

### **Population and Sample**

Population study is all 49 employees remains the Alpha Indonesia Foundation of Central Java. Considering the amount relatively small, the technique used is census (total sampling), so that all member population made into sample research (Sugiyono, 2021).



### Location and Time of Research

Study The study was conducted at the Alpha Indonesia Foundation, Central Java, Semarang City. The data collection process was carried out in August–September 2025 to ensure the data obtained was accurate, representative, accurate, and appropriate with condition current organization.

### Variables and Definitions Operational

Variables Dependent: Employee performance, including quality, quantity, accuracy time, creativity, work same, initiative, dependency, and attitude personal (Wibowo, 2020).

Variables Independent:

- Leadership Transformational: ideal influence, motivation inspirational, stimulating intellectual, and individual attention (Bass & Riggio, 2021).
- Discipline Work: compliance to time, rules organization, procedures work, and control and sanctions (Hasibuan, 2022).
- Work Motivation: achievement, recognition, interest to work, responsibility responsibility, and progress (Robbins & Judge, 2022). All variables measured use five point Likert scale.

### Instrument Test Stud technique

Data obtained through questionnaire closed with Likert scale, compiled based on indicator each variables. This technique chosen Because effective For measure perception respondents in a way systematic and objective. Validity Test with Pearson Product Moment correlation. Items are declared valid if  $r\text{-count} > r\text{-table}$  at  $\alpha = 0.05$ . Reliability Test using Cronbach's Alpha, with value  $> 0.70$  indicates questionnaire reliable (Ghozali, 2021).

### Data Analysis Techniques

Data analysis was performed with stages:

- Editing, coding, entry, and tabulation of data using SPSS.
- Assumption test classical (normality, multicollinearity, heteroscedasticity).
- Analysis multiple linear regression For evaluate influence leadership transformational, motivational, and disciplined Work to performance.
- t-test and F-test for test influence partial and simultaneous intervariable.
- Coefficient Determination ( $R^2$ ) for see how much big contribution variables independent to performance employee.

## 4. Results and Discussion

### Respondent Overview

Alpha Indonesia Foundation Central Java is institution social that focuses on the field education as well as empowerment society. Main vision foundation This is increase quality source Power man through organization education, training, and various sustainable social programs. In its implementation, the foundation supported by manpower Work with background behind diverse education and experience. Structure the organization arranged in a way hierarchical so that allows existence distribution duties and responsibilities clear answer in accordance respective fields.

### Research Data Description

Respondents in study This is 49 employees of the Alpha Indonesia Foundation in Central Java. Distribution questionnaire done in a way direct For fill in questionnaire. Characteristics respondents based on results study can presented in the table following:

**Table 6.** Characteristics Respondents By Gender.

No	Gender	Number of people)	Percentage (%)
1	Man	20	41%
2	Woman	29	59%
	Amount	49	100%

Source : Processed data , 2025

Based on the table above, it is known that majority respondents various female sex, namely totaling 29 employees (59%) while respondents man totaling 20 employees (41%).

**Table 7.** Characteristics Respondents Based on Age.

No	Age	Number of people)	Percentage (%)
1	20-29	27	55%
2	30-39	7	14%
3	40-49	14	29%
4	50 and Above	1	2%
Amount		49	100%

Source: Processed data, 2025

Based on table the can known that respondents with range aged 20–29 years totaling 27 people or around 55% of respondents aged 30–39 years recorded as many as 7 people or 14%. Furthermore, respondents who were in the group age 40–49 years totaling 14 people or 29%, while respondents aged over 50 years as many as 1 person or 2%.

**Table 8.** Characteristics Respondents Based on Education.

No	Education	Number of people)	Percentage (%)
1	Junior High School/ Equivalent	1	2%
2	High School/ Equivalent	25	51%
3	Student	3	6%
4	D3	2	4%
5	S1	18	37%
Amount		49	100%

Source: Processed data, 2025

Based on the table above, it is known that respondents who have a junior high school education numbered 1 employee (2%), respondents who have high school education/equivalent totaling 25 employees (51%), respondents who are still undergo Bachelor 's degree or Student totaling 3 employees (6%), respondents who have a D3 education totaling 2 employees (4%) and respondents who have a S1 education totaling 18 employees (37%).

**Table 9.** Characteristics Respondents Based on Length of Service.

No	Length of Service ( Years )	Number of people)	Percentage (%)
1	1	9	18%
2	2	13	27%
3	3	6	12%
4	4	7	14%
5	5	12	24%
6	6	2	4%
Amount		49	100%

Source: Processed data , 2025

Based on table above, it is known that old respondents Work for 1 year namely 9 employees (18%), respondents have worked for a long time for 2 years namely 13 employees (27%), respondents have worked for a long time for 3 years namely 6 employees (12%), respondents have worked for a long time namely 4 years namely 7 employees (14%), respondents have worked for 5 years namely 12 employees (24%), and respondents have worked for a long time for 6 years namely 2 employees (4%).

# **Instrument Test Study**

## ***Validity Test***

**Table 10.** Validity Test.

No	Variables	Question Items	Validity
			Coefficient Correlation
1	Transformational Leadership Style	X1	0.725
		X2	0.590
		X3	0.755
		X4	0,858
		X5	0,677
		X6	0,777
		X7	0,852
		X8	0,879
2	Motivasi Kerja	X1	0,787
		X2	0,775
		X3	0,495
		X4	0,482
		X5	0,698
		X6	0,581
		X7	0,778
		X8	0,791
		X9	0,738
		X10	0,833
3	Disiplin Kerja	X1	0,438
		X2	0,663
		X3	0,813
		X4	0,755
		X5	0,735
		X6	0,587
		X7	0,811
		X8	0,704
4	Employee performance	X1	0.696
		X2	0.566
		X3	0.628
		X4	0.715
		X5	0.721
		X6	0.767
		X7	0.808
		X8	0.755

Source: Processed data , 2025

Based on results testing validity in table 1 is obtained mark coefficient from each research instrument more big from 0.3 which means the research instrument from variables style leadership transformational , motivational work and performance employee is valid.

**Reliability Test****Table 11.** Reliability Test.

Variables	Cronbach Alpha >70
Transformational Leadership Style (X1)	0.894
Motivation Work (X2)	0.877
Discipline Work (X3)	0.826
Employee Performance (Y)	0.858

Source: Processed data , 2025

Based on results testing reliability in table 2 can be known that mark Cronbach's Alpha of each variable study This more from 0.70 then each variable can stated Already reliable.

**Normality Test****Table 12.** Normality Test

Information	Mark
N	49
Test Statistics	0.111
Asymp . Sig. (2 tailed)	0.178

Source : Processed data, 2025

Based on results testing normality in table 3 above can seen mark Asymp.Sig (2-tailed) is 0.178, namely more big from 0.05 then with thus can said the data in study This normally distributed.

**Multicollinearity Test****Table 13.** Multicollinearity Test

Variables	Coordination Tolerance	VIF Statistics	Information
Transformational Leadership Style (X1)	0.441	2,266	Free Multicollinearity
Motivation Work (X2)	0.409	2,447	Free Multicollinearity
Discipline Work (X3)	0.518	1,932	Free Multicollinearity

Source : Processed data, 2025

Based on results multicollinearity test in table 4 above can known that tolerance value of each variable more big than 0.10 and VIF value more small out of 10. With thus can concluded that all variables free in study This No There is multicollinearity.

**Heteroscedasticity Test****Table 14.** Heteroscedasticity Test

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.825	1.679		1.682	.099
X1	-.008	.059	-.031	-.139	.890
X2	-.013	.055	-.055	-.237	.814
X3	-.017	.069	-.049	-.239	.812

a. Dependent Variable: abs\_RES

Source: Processed data, 2025

Variables X2 (Sig.= 0.000) and X3 (Sig.= 0.003) have mark significance below 0.05, so that indicates existence heteroscedasticity. For overcome matter this , researcher use method transformation with add absolute residual (Abs\_Res) as variables dependent on heteroscedasticity test regression. This technique done For ensure whether variables independent Still influential significant to the residual. If results regression Abs\_Res show mark significance above 0.05, then problem heteroscedasticity considered Already completed.

Through approach mentioned, the regression model become more controlled, residuals tend to homogeneous, and the results analysis can trusted For support testing hypothesis.

### ***Multiple Linear Regression Test***

#### **a. Uji r<sup>2</sup>**

**Table 15.** Uji r<sup>2</sup>.

<b>Model Summary<sup>b</sup></b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.863 <sup>a</sup>	.744	.727	2.124

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Sumber: Data diolah, 2025

Test results coefficient determination show R value of 0.863. This figure indicates existence very strong relationship between variables style leadership transformational, motivational work, and discipline Work to performance employees . The R Square value obtained of 0.744 explains that 74.4% of the variation performance employee can explained by the three variables free said , while the remaining 25.6% influenced by other outside factors study this, like system compensation, conditions environment work, culture organization, as well as characteristics individual. The Adjusted R Square value of 0.727 shows that the regression model still consistent and able reliable, while standard error of the estimate is 2.124 relative small so that the model can it is said capable give enough prediction accurate about performance employee.

#### **b. F Test**

**Table 16.** F Test.

<b>ANOVA<sup>a</sup></b>						
	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	591.290	3	197.097	43.701	.000 <sup>b</sup>
	Residual	202.955	45	4.510		
	Total	794.245	48			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Sumber: Data diolah, 2025

The results of the F test in the ANOVA table show that calculated F value amounting to 43,701 with significance 0.000 (< 0.05). Findings This indicates that variables style leadership transformational (X1), motivation work (X2), and discipline work (X3) in together influential significant to performance employee (Y). Therefore that,

the regression model used in study This stated appropriate and worthy used For test hypothesis next.

c. t Test

**Table 17.** t-Test..

Coefficients <sup>a</sup>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3.528	2.573		1.372	.177
	X1	.075	.091	.094	.829	.412
	X2	.379	.084	.533	4.520	.000
	X3	.335	.106	.330	3.149	.003

a. Dependent Variable: Y

Source: Processed Data , 2025

Based on results t-testing partial, obtained that variables style leadership transformational (X1) has t value of 0.829 with level significance 0.412 ( $> 0.05$ ), so that No give influence significant to performance employee (Y). Meanwhile that , variable motivation work (X2) shows t value of 4.520 with significance of 0.000 ( $< 0.05$ ), which means influential positive and significant to performance employees. Furthermore , the variables discipline work (X3) has t value of 3.149 with significance of 0.003 ( $< 0.05$ ), so it is also proven influential positive and significant to performance employees. With thus, it can withdrawn conclusion that in the research This motivation work and discipline Work play a role significant in increase performance employees, while style leadership transformational No show significant influence.

## 5. Conclusion

From the results analysis about influence style leadership transformational, motivational work and discipline Work to performance employees at the Alpha Indonesia Foundation, Central Java, can withdrawn a number of points conclusion following: The F test proves that that third variables independent in a way together own influence significant to performance employees. This means that the regression model used can explain connection variables with Good. Partial t-test show that style leadership transformational (X1) no own impact significant to performance , because mark its significance more big of 0.05. On the other hand, motivation work (X2) is proven influential positive and significant to performance employees, as well as discipline work (X3) which shows influence positive significant. Coefficient value determination ( $R^2$ ) of 0.744 indicates that 74.4% of the variation performance employee can explained by the three variables studied, whereas the remaining 25.6% is influenced other factors that are not enter in the research model .

This study has several limitations, including: first, the scope of the study is limited to a single institution, the Alpha Indonesia Foundation in Central Java, so the findings may not be universally applicable to other organizations with different characteristics; second, the variables examined only cover transformational leadership style, work motivation, and work discipline, while other factors that could also influence performance, such as compensation,

organizational culture, or job satisfaction, were not explored; and third, data collection was conducted through questionnaires, making the results highly dependent on the subjectivity and honesty of the respondents.

Based on the findings of the study and the existing limitations, the author offers the following suggestions. For the Alpha Indonesia Foundation, Central Java it is essential to prioritize efforts to improve employee motivation, for example, through a system of awards, career development opportunities, and a supportive work environment. Work discipline should be strengthened through the consistent implementation of rules, regular monitoring, and a fair mechanism for sanctions and rewards. Although transformational leadership style was not found to be significant in this study, it is still recommended for leaders to continue guiding, inspiring, and building a strong work spirit to create a positive work environment.

For Future Studies, it is recommended to include other relevant variables, such as compensation, organizational culture, or job satisfaction, to achieve more comprehensive study results. Expanding the research population and objects to different organizations or sectors would allow the findings to be compared and generalized. Using a mixed-methods approach, including interviews and observations, would complement the quantitative data obtained from questionnaires.

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