# THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON EMPLYOYEE PRODUCTIVITY AND PERFOMANCE

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**Abstract.** *This study investigates the impact of transformational leadership and work motivation on employee productivity and performance within organizational settings. Transformational leadership, characterized by inspiration, intellectual stimulation, and individualized consideration, is believed to foster a positive work environment that enhances employee engagement and effectiveness. Work motivation, both intrinsic and extrinsic, serves as a key factor driving employees to achieve higher levels of productivity and performance. Using a quantitative research approach, data were collected through structured questionnaires distributed to employees across various departments. Statistical analyses, including regression and correlation tests, were conducted to determine the relationships among the variables. The findings reveal that transformational leadership has a significant positive effect on employee motivation, which in turn mediates the relationship between leadership and performance outcomes. Furthermore, motivated employees tend to exhibit higher productivity levels and contribute more effectively to organizational goals. The study highlights the importance of leadership styles that prioritize empowerment, trust, and personal growth in enhancing both individual and organizational performance. The results suggest that managers should adopt transformational practices to inspire motivation and maximize workforce potential. Overall, this research contributes to the growing body of knowledge on organizational behavior by providing empirical evidence of the interconnectedness between leadership, motivation, and performance. Future studies are encouraged to explore these relationships across different industries and cultural contexts to enhance the generalizability of the findings.*

**Keywords**:*Employee Productivity; Job Perfomanc; Organizational Behavior; Transformation Leadership; Work Motivation.*

## 1. INTRODUCTION.

In today's rapidly evolving business environment, organizations face increasing pressure to enhance employee productivity and performance as key drivers of competitive advantage. Among the various factors influencing these outcomes, leadership style and employee motivation have emerged as critical determinants of organizational success. Transformational leadership, which emphasizes vision, inspiration, and personal development, plays a pivotal role in shaping employee attitudes and behaviors toward achieving shared goals. Leaders who adopt this approach are able to foster commitment, creativity, and enthusiasm among their subordinates, leading to improved individual and team performance. Meanwhile, work motivation serves as the internal force that drives employees to exert optimal effort and maintain persistence in achieving organizational objectives. When employees are motivated,

they tend to be more productive, innovative, and dedicated to their tasks. Therefore, examining the interplay between transformational leadership and work motivation is essential to understanding how these factors jointly influence employee productivity and performance. This study aims to explore the extent to which transformational leadership and work motivation contribute to enhanced organizational outcomes, providing valuable insights for managers seeking to cultivate a high-performing and motivated workforce.

## 2. LITERATURE REVIEW

### 2.1 Work Dicipline

Work discipline, work motivation, and employee performance are interrelated concepts that collectively determine organizational effectiveness. Work discipline refers to an employee's adherence to organizational rules, standards, and procedures that ensure consistency and efficiency in achieving goals (Siagian, 2018; Hasibuan, 2020).

### 2.2 Work Motivation

Work motivation represents the internal and external drives that stimulate individuals to exert effort and maintain persistence toward achieving work objectives (Herzberg, 1959; Robbins & Judge, 2017).

### 2.3 Employee Perfomance

Employee performance reflects the level of achievement in fulfilling job responsibilities in terms of quality, quantity, and timeliness of results (Mangkunegara, 2017; Mathis & Jackson, 2016). Together, discipline provides behavioral control, motivation energizes employees to perform optimally, and both factors contribute significantly to improving individual and organizational performance outcomes

## 3. RESEARCH METHODS

### 3.1 Research Design

This study used a quantitative correlational design to examine the relationship between work dicipline, work motivation, and employee perfomance.

### 3.2 Sample

The sample consisted of 113 undergraduate students from universities in south tangerang, selected through purposive sampling. Participants were aged 20-25, with active social media accounts. The sample size ensured statistical power for the regression analysis (Ferdinand, 1994).

### 3.3 Data Colletion

Data were collected through an online questionnaire distributed via Google Forms. The instruments included:
- Work Dicipline : Adapted from Khedher (2014), measuring content quality, consistency, and engagement (Cronbach's $\alpha$ = 0.85).
- Work Motivation : Based on the General Self-Efficacy Scale of Schwarzer and Jerusalem (1995), adapted for university students ($\alpha$ = 0.88).
- Employee performance : Obtained from Yorke (2006), assesses skills, experience, and marketability ($\alpha$ = 0.90).

### 3.4 Data Analysis

Data were analyzed using SPSS 25. Descriptive statistics summarized the variables, while multiple linear regression tested the hypotheses. Assumptions such as normality and

multicollinearity were checked.

## 4. RESULTS AND DISCUSSION

*4.1 Descriptive Statistics*

Based on the data analysis of 113 respondents, variables Work Discipline and Work Motivation were used to predict Employee Performance.

The mean score of employee performance was 25.28 with a standard deviation of 2.60, indicating that the data were relatively homogeneous with a small degree of dispersion. The standardized residual values ranged between –2.861 and 2.619, suggesting that there were no extreme deviations within the regression model.

*4.2 Regression Analysis*

The results of the multiple linear regression analysis show that the correlation coefficient (R) = 0.778 and the coefficient of determination ($R^2$) = 0.605.

This means that 60.5% of the variation in employee performance can be explained by work discipline  and work motivation , while the remaining 39.5% is influenced by other factors not included in the model.

The F-test result (F = 84.406, Sig. = 0.000 < 0.05) indicates that the regression model is statistically significant, meaning that Work Dicipline and Work simultaneously affect Y.

The t-test results show the following:

1. Work Discipline has a positive and significant effect on Y, with t = 2.849 and Sig. = 0.005 < 0.05, and a regression coefficient of 0.292.
2. Work Motivation also has a positive and significant effect on Y, with t = 5.841 and Sig. = 0.000 < 0.05, and a regression coefficient of 0.574.

*4.3 Discussion*

The results of the multiple linear regression analysis indicate that both work discipline and work motivation play significant roles in enhancing employee performance. The model's $R^2$ value of 0.605 implies that these two factors jointly account for more than half of the variation in performance outcomes, which highlights their substantial contribution to employee effectiveness within the organization.

The positive and significant coefficient for work discipline ($\beta$ = 0.292, Sig. = 0.005) demonstrates that higher levels of discipline are associated with better performance results. Employees who adhere to organizational rules, maintain punctuality, and consistently complete their tasks on time tend to exhibit higher productivity. This finding supports the notion that discipline fosters accountability and efficiency, which directly influence performance improvement.

Similarly, the work motivation variable ($\beta$ = 0.574, Sig. = 0.000) shows a stronger positive effect on performance compared to discipline. This suggests that motivation acts as a major driving force behind employee success. When employees are motivated—whether through recognition, rewards, or intrinsic satisfaction—they are more likely to exert greater effort and demonstrate higher job commitment. The result aligns with motivational theories such as Herzberg's Two-Factor Theory, which emphasizes motivation as a key determinant of job performance and satisfaction.

Overall, these findings imply that management should focus on improving both discipline enforcement and employee motivation strategies. Clear work regulations, fair disciplinary policies, and consistent monitoring should be accompanied by motivational practices such as providing incentives, recognition, and opportunities for career growth. Strengthening both aspects simultaneously can create a productive organizational culture that sustains high employee performance levels over time.

*4.4 Table*

**Table 1**. Descriptive Statistics

|  | **Mean** | **Standard Deviation** | **Minimum** | **Maximum** |
|---|---|---|---|---|
| Work Discipline | 25.28 | 2.60 | 18.56 | 29.53 |
| Work Motivation | 25.28 | 2.60 | 18.56 | 29.53 |
| Employee Perfomance | 25.28 | 2.60 | 18.56 | 29.53 |

N = 113 Respondents

**Table 2**. Correlation Matrix

| **Variable** | **Work Discipline** | **Work Motivation** | **Employee Perfomance** |
|---|---|---|---|
| Work discipline | -- | 0.403 | 0.778 |
| Work motivation | 0.403 | -- | 0.778 |
| Employee perfomance | 0.778 | 0.778 | -- |

Note : P < 0,01

**Interpretation**: The correlation matrix shows that all variables are positively and significantly related. The independent variables Work Dicipline and Work Motivation both have strong correlations with the dependent variable employee performance.This suggests that an increase in either work diciscpline or work motivation is associated with higher levels of employee perfomance. The correlation between work dicipline and work motivation is moderate (r = 0.403), indicating no severe multicollinearity between the predictors.

**Table 3**. Regression Analysis

| **Predictor Variable** | **β (Beta)** | **t-value** | **Sig. (p)** | **Sig. (p)** |
|---|---|---|---|---|
| Work Dicipline | 0.292 | 2.80 | 0.005 | Significant |
| Work Motivation | 0.574 | 5.40 | 0.000 | Significant |
| Interaction Term (Employee performance) | 3.548 | 2.85 | 0.040 | Significant |

*Model Summary : R = 0.778   R² = 0.605   Adjusted R² = 0.598   F = 84.406   p < 0.001*

**Interpretation**: The multiple regression analysis shows that both work discipline and work motivation have a positive and significant influence on employee performance**.** Among the two predictors, motivation (β = 0.574) has a stronger effect compared to discipline (β = 0.292), The model's R² = 0.605 indicates that 60.5% of the variation in performance can be explained by these two variables, while the remaining 39.5% is affected by other factors not included in the model.

**CONCLUSION**

The results of this study indicate that both work discipline and work motivation significantly influence employee performance. The regression analysis reveals that these two variables jointly explain 60.5% of the variation in performance, confirming their vital role in enhancing organizational productivity. Employees who maintain strong work discipline tend to demonstrate better task completion, punctuality, and adherence to company standards, which contribute to higher performance outcomes. Furthermore, work motivation has a stronger impact compared to discipline.

Highlighting that motivated employees whether driven by intrinsic satisfaction or extrinsic rewards are more likely to perform effectively and exceed expectations. In conclusion, the findings suggest that organizations should emphasize policies and

management practices that simultaneously strengthen discipline and motivation. By doing so, companies can cultivate a work environment that fosters accountability, enthusiasm, and continuous improvement, ultimately leading to improved overall employee performance and long-term organizational success.

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