

Determinants of Transformasional Leadership and Work Training and Through Work Discipline as a Mediating Work Productivity

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ABSTRACT

This study aims to determine the effect of transformational leadership, job training on work productivity through work discipline as a mediating variable at PT. Salma Mulia Pratama, Gresik Regency. Sampling was carried out using the non-probability sampling method using saturated sampling techniques. The sample used was all employees at PT. Salma Mulia Pratama, Gresik Regency, which was 61 employees. The data collection technique used was by distributing questionnaires. The data analysis method used in this study was descriptive and Partial Least Square (PLS) with the smartPLS 4.0 program. The results of the study indicate that transformational leadership and job training have a positive effect on work productivity. Transformational leadership and job training variables have a positive effect on work discipline.

Keywords: *Work Training, Leadership Through, Work Discipline, Work Productivity*

1. INTRODUCTION

A company is established because it has a goal to be achieved. In achieving its goals, each company is influenced by the behavior and attitudes of the leaders and employees in the company. Leadership is someone who has the authority and responsibility in an organization according to the wishes of the leader, and makes decisions to achieve the goals of the organization specifically or generally according to the vision and mission of the organization (Sagala, 2018). In relation to this, it is expected that employees at PT. Salma Mulia Pratama Gresik Regency will increase employee work productivity in order to achieve company goals. However, problems still often arise at PT. Salma Mulia Pratama. Based on the author's observations, the performance of PT. Salma Mulia Pratama employees is still not optimal. This is due to the lack of employee work discipline.

One of the challenges in human resources in a company is work productivity. According to Yusuf (2016:282), productivity is a mental attitude that always tries and has the view that life today is better than yesterday and tomorrow is better than today. With work productivity, employees are expected to be able to realize goals in an agency or organization. According to (Jaroliya & Gyanchandani, 2022), transformational leadership is a leadership style that has the characteristic of attracting the attention of employees involved in their development and performance.

According to Suwatno, (2018: 118), training is a systematic development process of the knowledge, abilities, attitudes and behavior of each worker so that they can achieve the goals that an organization or company wants to achieve. According to Brian Oswanda Pitrajaya and Hendri Sukoco (2017), work discipline is an effort by the company's organizational management to implement or implement regulations or provisions that must be obeyed by every employee without exception.

Based on the background above, in this study the author takes the title "The Influence of Transformational Leadership and Job Training on Work Productivity Through Work Discipline as a Mediating Variable at PT. Salma Mulia Pratama, Gresik Regency".

2. RESEARCH METHODS

The research method used in this study is a descriptive analysis method with a quantitative approach. Sampling was carried out using a non-probability sampling method using a saturated sampling technique. The sample used was all employees at PT. Salma Mulia Pratama, namely 61 employees. The data analysis method used in this study is descriptive statistics and Partial Least Square (PLS) with the smartPLS 4.0 program.

3. RESULTS AND DISCUSSIONS

3.1. Convergent Validity

Based on the data processing results, the convergent validity values can be seen in table 1 below:

Table 1. Convergent Validity Test Results

Variables	Question	OuterLoading	AVE	KET
Transformational Leadership (X1)	1	0.955	0.796	Valid
	2	0.902		
	3	0.857		
	4	0.916		
	5	0.921		
	6	0.949		
	7	0.831		
	8	0.935		
	9	0.736		
	10	0.899		
Job Training (X2)	1	0.926	0.746	Valid
	2	0.914		
	3	0.886		
	4	0.844		
	5	0.734		
Work Discipline (Z)	1	0.938	0.820	Valid
	2	0.933		
	3	0.825		
	4	0.923		
Work Productivity (Y)	1	0.953	0.807	Valid
	2	0.771		
	3	0.959		

Based on table 1 above, it is known that all statements have a factor loading above 0.7 and an AVE value exceeding 0.5 so that all items have met the requirements for convergent validity testing.

3.2. Reliability Test

Based on the results of data processing, the reliability test values for each variable produced the following results:

Table 2. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Transformational Leadership (X1)	0.975	0.971
Job Training (X2)	0.936	0.913
Work Discipline (Z)	0.948	0.926
Work Productivity (Y)	0.926	0.876

Based on table 2 above, it can be seen that the composite reliability and Cronbach's alpha values have met the rule of thumb, namely composite reliability > 0.7 and Cronbach's alpha > 0.6. So it can be concluded that all variables in this study are reliable.

3.3. R-Square

Based on the results of data processing, the r-square value can be seen in table 4 below:

Table 3. R Square and R Square Adjusted

	R Square	R Square Adjusted
Work Discipline (Z)	0.891	0.887
Work Productivity (Y)	0.978	0.976

In table 3 above, it can be concluded that the R-Square value of work discipline is 0.891 with an adjusted r-square value of 0.887. Thus, the influence of all exogenous constructs X affects Y by 89.1%. Therefore, the R-Square value of 0.883 is said to be strong.

3.4. Bootstrapping (Hypothesis Testing)

Based on the results of data processing, the path coefficient value and the specific indirect effect value can be seen in table 4 and table 5 below:

Table 4. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) -> Work Discipline (Z)	0.204	0.193	0.072	2.825	
Transformational Leadership (X1) -> Work Productivity (Y)	0.090	0.088	0.025	3,544	
Job Training (X2) -> Work Discipline (Z)	0.794	0.803	0.059	13,409	0.000
Job Training (X2) -> Job Productivity (Y)	0.257	0.271	0.069	3,730	0.000
Work Discipline (Z) -> Work Productivity (Y)	0.676	0.663	0.072	9.430	0.000

Table 5. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) -> Work Discipline (Z) -> Work Productivity (Y)	0.138	0.130	0.054	2,545	0.011
Job Training (X2) -> Work Discipline (Z) -> Work Productivity (Y)	0.537	0.531	0.055	9,734	0.000

H1: Transformational leadership has a positive effect on work discipline at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.204 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($2.8252 > 2.002$) and $P\text{-values } 0.005 < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted, meaning that transformational leadership has a positive effect on work discipline variables. This study is in line with the results studied by Dewi Andriani & Redita Ramadhani (2023) which concluded that transformational leadership has a significant effect on work discipline.

H2: Job training has a positive effect on work discipline at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.794 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($13.409 > 2.002$) and $P\text{-values } 0.000 < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted, meaning that job training has a positive effect on work discipline variables. The results of this study are supported by research conducted by Ihsan Muhammad (2022); Faturrahman, Fikri Muhammad & Eeng Ahmadh (2020); Wahyudi, W (2021) which states that training has a positive effect on work discipline. Training plays a significant positive role in work discipline because providing training to employees will make employees more disciplined in carrying out their work.

H3: Transformational leadership has a positive effect on work productivity at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.90 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($3.544 > 2.002$) and $P\text{-values } 0.000 < 0.05$ then the hypothesis H_0 is rejected and H_1 is accepted meaning that transformational leadership has a positive influence on work productivity variables. This study is in line with the results of research conducted by Ashar Arsyad et al., (2015) which states that transformational leadership motivates subordinates to do better, in other words it can increase the trust or self-confidence of subordinates which will affect employee work productivity.

H4: Job training has a positive effect on work productivity at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.257 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($3.730 > 2.002$) and $P\text{-values } 0.000 < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted, meaning that job training has a positive effect on work productivity variables. The results of this study are supported by empirical evidence from previous research by Adam et al. (2020) who argue that training has a significant effect on work productivity, so training is needed for both experienced and inexperienced employees because without proper training employees do not receive information and skill development to the maximum potential used to complete tasks.

H5: Work discipline has a positive effect on work productivity at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.676 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($9.430 > 2.002$) and $P\text{-values } 0.000 < 0.05$ then the hypothesis then H_0 is rejected and H_1 is accepted meaning that work discipline has a positive effect on work productivity variables. The results of this study are the same as those conducted by Martono (2016) which found that work discipline has a positive and significant effect on work productivity. By improving the work discipline of employees, it will increase the work productivity of employees at PT. MAAQO.

H6: Transformational leadership has a positive effect on work productivity through work discipline as a mediating variable at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.138 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($2.545 > 2.002$) and $P\text{-values } 0.011 < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted, meaning that transformational leadership has a positive effect on work productivity through work discipline. The results of this study are in line with the results studied by Kadek Desy Selviani (2024) who concluded that the effect of transformational leadership style on employee performance through work discipline is positive and significant where the coefficient value is 0.190 and the t value is 2.510.

H7: Job training has a positive effect on work productivity through work discipline as a mediating variable at PT. Salma Mulia Pratama, Gresik Regency.

The results of the analysis in the table above show that the Original Sample value (coefficient) is $0.537 > 0.000$ with $T \text{ statistic} > T \text{ table}$ ($9.734 > 2.002$) and $P\text{-values } 0.000 < 0.05$, then the hypothesis H_0 is rejected and H_1 is accepted, meaning that the job training variable has a positive effect on work productivity through work discipline.

The results of this study are in line with the results studied by W. Wahyudi (2021) which concluded that work discipline can mediate between training and employee performance in full, which means that work discipline can strengthen the influence of training in improving employee performance.

4. CONCLUSION

Based on the results of data analysis and hypothesis testing, it can be concluded that the transformational leadership variable of job training has a positive effect on work productivity. The transformational leadership variable of job training has a positive effect on work discipline. Furthermore, the transformational leadership variable of job training has a positive effect on work productivity through work discipline.

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