



## THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, EMPLOYEE ENGAGEMENT, AND WORK ENVIRONMENT, ON THE PERFORMANCE OF EMPLOYEES WITH WORK DISCIPLINE AS INTERVENING AT THE GENERAL BUREAU OF THE REGIONAL SECRETARIAT OF RIAU ISLANDS PROVINCE

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### ABSTRACT

This study aims to determine the effect of transformational leadership, employee engagement, and work environment on the performance of employees with work discipline as an intervening variable at the General Bureau of the Regional Secretariat of the Riau Archipelago Province. The research method used is a descriptive method with a quantitative approach. This descriptive method involves collecting data to test hypotheses or answer questions about people's opinions on an issue or topic. Data collection was carried out using a questionnaire instrument which was distributed to 112 respondents. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS version 4 software. Transformational leadership influences employee work discipline. Transformational leadership influences employee work performance. Employee Engagement has no significant effect on work discipline. Employee Engagement has no significant effect on employee performance. The work environment affects the work discipline of employees. Work environment has no significant effect on employee performance. Work discipline affects employee performance. The work discipline variable is able to mediate the effect of transformational leadership on performance. The work discipline variable is not able to mediate the influence between Employee Engagement on Employee Performance. The work discipline variable is unable to mediate the influence of the work environment on employee performance. The work environment affects the work discipline of employees. Work environment has no significant effect on employee performance. Work discipline affects employee performance. The work discipline variable is able to mediate the effect of transformational leadership on performance. The work discipline variable is not able to mediate the influence between Employee Engagement on Employee Performance. The work discipline variable is unable to mediate the influence of the work environment on employee performance. The work environment affects the work discipline of employees. Work environment has no significant effect on employee performance. Work discipline affects employee performance. The work discipline variable is able to mediate the effect of transformational leadership on performance. The work discipline variable is not able to mediate the influence between Employee Engagement on Employee Performance. The work discipline variable is unable to mediate the influence of the work environment on employee performance. The work discipline variable is not able to mediate the influence between Employee Engagement on Employee Performance. The work discipline variable is unable to mediate the influence of the work environment on employee performance. The work discipline variable is not able to mediate the influence between Employee Engagement on Employee Performance. The work discipline variable is unable to mediate the influence of the work environment on employee performance.

**Keywords:** *Transformational Leadership, Employee Engagement, Work Environment, Employee Performance, and Work Discipline*

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## **1. INTRODUCTION**

One of the elements of governance that needs attention in the reform effort is the arrangement of government apparatus which includes the arrangement of government bureaucratic institutions, systems, and the arrangement of human resource management (PNS). Staffing arrangements are ongoing and now staffing management is based on the new Regional Government Law, namely Law no. 32 of 2004 concerning Regional Governments have the authority to regulate and manage government affairs themselves according to the principles of autonomy and co-administration. As mandated by Law Number 9 of 2015 concerning the Second Amendment to Law Number 23 of 2014 concerning Regional Government, namely the realization of good governance, clean, orderly, accountable, professionalism and responsibility which is reflected in the figure and behavior of an efficient and effective bureaucracy and is able to provide comprehensive services to all people is the target of regional government administration. On the other hand, the direction of development policies in the field of state apparatus, one of which is the completion of overcoming the abuse of authority in the form of collusion, corruption and nepotism practices, through the implementation of the principles of good governance at all levels and lines. government. As elements of the government apparatus as well as servants of the state and public servants, civil servants have a very important role. According to this, it is very clear that the position and role of civil servants is very important. The effectiveness of leadership in an organization greatly determines the success of the organization, leaders must be able to improve performance by motivating their subordinates to be more optimal in carrying out their duties or responsibilities. The transformational leadership style has a tendency to improve organizational performance because a leadership style that inspires everyone in the organization always instills a positive attitude and inspires employees so that transformational leadership has a positive impact on organizational performance. Leadership and employee engagement must also be aligned with a work environment that supports employee work activities. The most influential work environment in managing employee performance is the physical environment. The physical work environment is one of the factors that can affect employee performance, because the work environment is a place for employees to do their jobs. The physical work environment is an environment in which there is furniture, layout, and other physical conditions that can affect employee activities. The physical work environment is all conditions that are physical and exist around the workplace that affect the way employees work either directly or indirectly. Performance problems are certainly inseparable from results, processes and usability. In this case there is a relationship between individual performance and organizational performance; if the performance provided by employees is good for the organization, then the performance produced by the agency will be good too.

## **2. PROBLEM FORMULATION**

Based on the background above, the authors formulate the main research problems as follows:

1. How does transformational leadership affect employee performance?
2. How does Employee Engagement affect Employee Performance?
3. How does the work environment affect employee performance?
4. How does work discipline affect employee performance?
5. How does transformational leadership affect work discipline?
6. How does Employee Engagement affect work discipline?
7. How does the work environment affect work discipline?
8. How does transformational leadership affect employee performance through work discipline?
9. How does Employee Engagement affect Employee Performance through work discipline?
10. How does the work environment affect employee performance through work discipline?



### 3. RESEARCH METHOD

The research method uses a quantitative approach with a causality design. The population of this study was the employees of the General Bureau of the Regional Secretariat of the Riau Archipelago Province, totaling 112 people using non-probability sampling with the technique taken, namely saturated sampling (census). All populations were used as research samples totaling 112 employees of the General Bureau of the Regional Secretariat of the Riau Archipelago Province. Data analysis techniques in a study used two statistical approaches, namely descriptive statistics and inferential statistics. The data analysis technique used to test the hypothesis in this study is Descriptive Analysis and PLS (Partial Least Square) Analysis. But before that, the writer used pilot test to distribute 30 questionnaires.

### 4. RESULTS AND DISCUSSION

The value of convergent validity is the value of the loading factor on latent variables and their indicators. Used to test the validity of each indicator in a variable. Individual reflexive measures are said to be high if the loading factor (LF) > 0.60 Chin (1998). Variable influence of transformational leadership, employee engagement, and work environment, on the performance of employees with work discipline. There are four indicators of transformational leadership variables, four employee engagement variables, three work environment variables, two discipline variables, and three performance variables which are excluded from the study because they have a loading factor (LF) value of > 0.60. Furthermore, the measurement of reliability will show the accuracy of the consistency of the respondents' answers in the variables used to determine whether the respondents are consistent in answering the person being studied. The tests used to assess this are composite reliability and Cronbach's alpha. The composite reliability value of 0.6 – 0.7 is considered to have good reliability and the Cronbach's alpha value must be above 0.6 (Ghozali & Latan, 2015)

**Table 1.**  
**Composite Reliability and Average Variance Extracted**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	average variances extracted (AVE)
Leadership Transformational (X1)	0.902	0.907	0.920	0.563
Employee Engagement(X2)	0.879	0.881	0.904	0.542
Work environment (X3)	0.914	0.923	0.930	0.598
Work Discipline (Z)	0.922	0.927	0.935	0.590
Performance (Y)	0.903	0.911	0.920	0.564

Source: PLS Processed Data (2022)

Based on the internal consistency analysis data in the table above, the results show that the Transformational Leadership variable (X1) has a composite reliability value of 0.920 > 0.600, the Transformational Leadership variable (X1) is not reliable, then the Employee Engagement variable (X2) has a composite reliability value of 0.904 > 0.600, the Employee Engagement variable (X2) is reliable, the work environment variable (X3) has a composite reliability value of 0.930 > 0.600, the work environment variable (X3) is reliable, the work discipline variable (Z) has a composite reliability value of 0.935 > 0.600, so work discipline variable (Z) is reliable, and employee performance variable (Y) has a composite reliability value of 0.920 > 0.600, employee performance variable (Y) is reliable,

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Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the value of Heterotrait - Monotrait Ratio of Correlation (HTMT)  $< 0.90$ , then the variable has good discriminant validity (valid) (Hair, Hult, Ringle, & Sarstedt, 2014).

**Table 2**  
*Discriminant Validity (HTMT)*

Variable	Z	X2	X1	Y	X3
work discipline_(Z)					
Employee engagement _(X2)	0.532				
Transformational leadership_(X1)	0.824	0.428			
employee performance _(Y)	0.718	0.357	0.786		
work environment _(X3)	0.744	0.598	0.727	0.517	

Source: Data Processing (2022)

It can be seen in table 2 that the HTMT value for each variable is less than 0.90, so the evaluation of discriminant validity is met. The variance divided by the variables is higher for the item variable.

The collinearity test is to prove whether the correlation between latent/construct variables is strong or not. If the VIF value is greater than 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is  $< 5.00$  (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 3 Collinearity

Variable	Z	Y
Transformational Leadership (X1)	1,802	2,942
Employee Engagement(X2)	1,454	1,511
Work Environment (X3)	2,208	2,420
Work Discipline (Z)		2,420
Employee Performance (Y)		

Source: Data Processing (2022)

From the data above it can be described as follows:

- VIF for the correlation of Transformational Leadership (X1) with Discipline Work (Z) is  $1.802 < 5.00$  (no collinearity problem)
- VIF for the correlation of Employee Engagement (X2) with Work Discipline (Z) is  $1,454 < 5.00$  (no collinearity problem)
- VIF for the correlation of Work Environment (X3) with Work Discipline (Z) is  $2,208 < 5.00$  (no collinearity problem)
- VIF for the correlation of Work Discipline (Z) with Employee Performance (Y) is  $2,420 < 5.00$  (no collinearity problem)

Thus, from the data above, the structural model in this case does not contain collinearity problems.

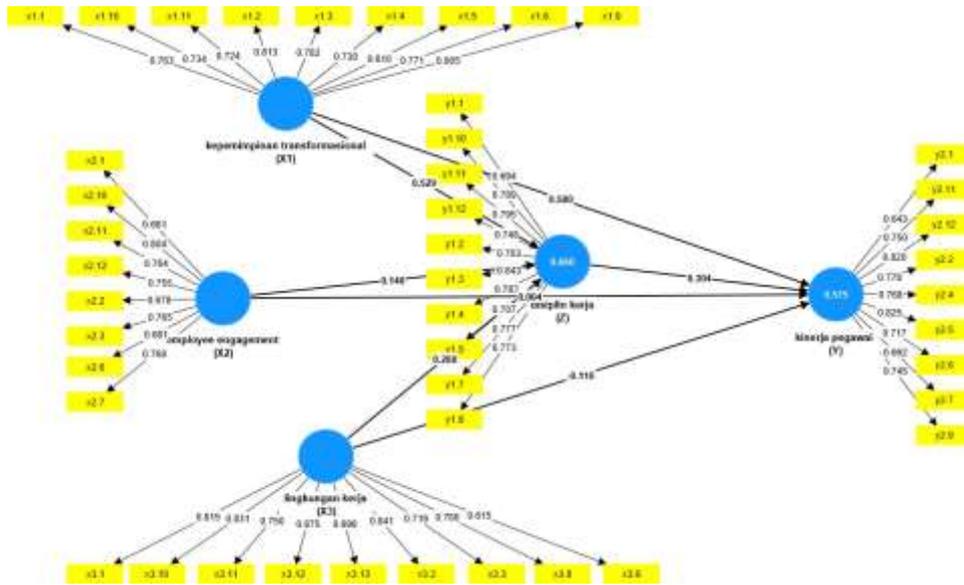


Figure 4.2 ModelsStructural (Inner Model)

Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of the other variable.

If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the influence of a variable on other variables is significant). If the probability value (PValue) > Alpha (0.05) then Ho is rejected (the effect of a variable on other variables is not significant)

Table. 4 The Direct Effect Hypothesis

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (  O/STDEV  )	P Values
(X1) -> (Z)	0.529	0.536	0.098	5,408	0.000
(X1) -> (Y)	0.580	0.604	0.092	6,281	0.000
(X2) -> (Z)	0.140	0.138	0.086	1620	0.105
(X2) -> (Y)	0.004	0.006	0.054	0.065	0.948
(X3) -> (Z)	0.268	0.269	0.111	2,425	0.015
(X3) -> (Y)	-0.116	-0.121	0.095	1.215	0.224
(Z) -> (Y)	0.304	0.297	0.104	2,912	0.004

The results of the above information can be seen in table 4 below:

1. The direct effect of variable X1 (Transformational Leadership) on variable Z (work discipline) has a path coefficient of 5,408 (positive), then an increase in the value of variable X1 (Transformational Leadership) will be followed by an increase in variable Z (work discipline). The effect of variable X1 (Transformational Leadership) on Z (work discipline) has a PValues of 00.000 < 0.05, so it can be stated that the influence of X1 (Transformational Leadership) on Y (work discipline) is significant.

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2. The direct effect of variable X1 (Transformational Leadership) on variable Y (Employee Performance) has a path coefficient of 6,281 (positive), then an increase in the value of variable X1 (Transformational Leadership) will be followed by an increase in variable Y (Employee Performance). The effect of variable X1 (Transformational Leadership) on Y (Employee Performance) has a P-Values of 00.000 < 0.05, so it can be stated that the influence of X1 (Transformational Leadership) on Y (Employee Performance) is significant.
3. The direct effect of variable X2 (Employee Engagement) on variable Z (work discipline) has a path coefficient of 1,620 (positive), then an increase in the value of variable X2 (Employee Engagement) will be followed by an increase in variable Z (work discipline). The effect of X2 (Employee Engagement) on Z (work discipline) has a P-Values of 0.105 > 0.05, so it can be stated that the influence of X2 (Employee Engagement) on Z (work discipline) is positive and not significant.
4. The direct effect of variable X2 (Employee Engagement) on variable Y (Employee Performance) has a path coefficient of 0.065 (positive), then an increase in the value of variable X2 (Employee Engagement) will be followed by an increase in variable Y (Employee Performance). The effect of variable X2 (Employee Engagement) on Y (Employee Performance) has a P-Values of 0.948 > 0.05, so it can be stated that the influence of X2 (Employee Engagement) on Y (Employee Performance) is positive and not significant.
5. The direct effect of variable X3 (work environment) on variable Z (work discipline) has a path coefficient of 2.425 (positive), then an increase in the value of variable X3 (work environment) will be followed by an increase in variable Y (work discipline). The effect of variable X3 (work environment) on Z (work discipline) has a P-value of 0.015 < 0.05, so it can be stated that the influence of X3 (work environment) on Z (work discipline) is significant.
6. The direct effect of variable X3 (Work Environment) on variable Y (Employee Performance) has a path coefficient of 1,215 (positive), then an increase in the value of variable X3 (Work Environment) will be followed by an increase in variable Y (Employee Performance). The effect of variable X3 (Work Environment) on Y (Employee Performance) has a P-Values of 0.224 < 0.05, so it can be stated that the influence of X3 (Work Environment) on Y (Employee Performance) is positive and not significant.
7. The direct effect of variable Z (work discipline) on variable Y (Employee Performance) has a path coefficient of 1,215 (positive), then an increase in the value of variable Z (work discipline) will be followed by an increase in variable Y (Employee Performance). The effect of variable Z (work discipline) on Y (Employee Performance) has a P-Values of 0.004 < 0.05, so it can be stated that the influence of Z (Work Discipline) on Y (employee performance) is significant.

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary).

**Table 5 The Indirect Effect Hypothesis**

Variable	Sample Original	Sample Average	Standard Deviation	Q Statistics	P Values
(X1) -> _(Z) -> _(Y)	0.161	0.155	0.052	3,082	0.002
(X2) -> _(Z) -> _(Y)	0.042	0.043	0.032	1,324	0.185
_(X3) -> _(Z) -> _(Y)	0.082	0.082	0.050	1629	0.103

Source: Data Processing (2022)



Based on Table 4.6 the results of the indirect effect test of the latent variables analyzed can be identified as follows:

1. The indirect effect of transformational leadership on employee performance through work discipline is 3,082, with a p-value of  $0.002 > 0.05$ , then transformational leadership indirectly has a significant effect on performance through discipline.
2. The indirect effect of employee engagement on employee performance through work discipline is 1,324, with a p-value of  $0.185 > 0.05$ , discipline does not indirectly affect employee performance through employee engagement.
3. The indirect effect of the work environment on employee performance through work discipline is 1,629, with a p-value of  $0.103 > 0.05$ , so work discipline indirectly does not significantly influence employee performance through the work environment.

The coefficient of determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

**Table 4.7 Coefficient of Determination**

Variable	R Square	Adjusted R Square
Work Discipline (Z)	0.660	0.651
Employee Performance (Y)	0.575	0.559

Source: Data Processing (2022)

Based on the data presented in table 4.7, it can be seen that the RSquare value for the Work Discipline variable (Z) is 0.660. The acquisition of this value explains that the percentage of 66.0% is influenced by other variables and 34% is influenced by other variables not examined and in this study. Then for the R-Square value obtained by the Employee Performance variable (Y) of 0.575. The acquisition of this value explains that the percentage of 57.5% is influenced by other variables of 42.5% which are not examined in this study.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. CONCLUSION

The results of the findings of data analysis in the discussion and testing of hypotheses, it can be concluded as follows:

1. Transformational leadership influences the work discipline of the employees of the General Bureau of the Regional Secretariat of the Riau Islands Province.
2. Transformational leadership influences the performance of the employees of the General Bureau of the Regional Secretariat of the Riau Archipelago Province
3. *Employee Engagement* has a positive and insignificant effect on the work discipline of the employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
4. *Employee Engagement* has a positive and insignificant effect on the performance of employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
5. The work environment influences the work discipline of the employees of the General Bureau of the Regional Secretariat of the Riau Islands Province

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6. The work environment has a positive and insignificant effect on the performance of the employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
7. Work discipline affects the work performance of employees of the General Bureau of the Regional Secretariat of the Riau Archipelago Province.
8. Transformational leadership indirectly has a significant effect on performance through the work discipline of the employees of the General Bureau of the Regional Secretariat of the Riau Archipelago Province
9. *Employee engagement* indirectly does not affect performance through the work discipline of the employees of the General Bureau of the Regional Secretariat of the Riau Islands Province
10. The work environment does not directly affect the performance of the work discipline of the employees of the General Bureau of the Regional Secretariat of the Riau Islands Province

## **5.2. SUGGESTIONS**

1. To improve employee performance, the transformational leadership style must always be maintained, and its application improved. One indicator that needs to be considered is how a leader has charisma and inspirational motivation for his employees or subordinates, an example that can be taken is a leader not only care and are involved in the process, but a leader also focuses on helping his subordinates to succeed. In addition, a leader must also have high morale so that he is able to motivate many people so that his subordinates will follow enthusiastically and in the end the employee's performance can increase.
2. To improve employee performance, an employee's employee engagement must be maintained because it is very important in maintaining employee performance. One indicator that is important to note is how to maintain a sense of enthusiasm and energy while working, namely applying the concept of being serious at work but relaxed. Namely by providing joy at work, for example by providing breakfast or lunch together at a certain time and being able to plan joint activities outside the office, such as meetings at resorts, outbound and gatherings.
3. To improve employee performance, so that employee engagement has a significant effect on work discipline, it is hoped that the application of SIAP Kepri will improve its inherent supervision so that there are no violations of work time discipline and employees are expected to be at work during working hours.
4. To improve employee performance, so that employee engagement has an effect on employee performance it is expected that employee performance evaluation in the Simanja application is carried out according to the reality that occurs and is not based on compassion and as a superior to provide performance values in accordance with what has been achieved by employees.
5. To improve work discipline, organizations need to implement transformational leadership which needs to be considered is one of the indicators, namely giving individual consideration, namely a leader treats his subordinates individually by giving advice and a leader can direct his subordinates to develop the personal strengths of each employee so that they can improve good work discipline.
6. To improve work discipline, employee engagement also needs to be considered in the organization. Organizations can provide a high sense of employee engagement with absorption, namely making employees completely immersed in work for a certain time, namely by providing motivation to employees to dare to experiment with creating creative ideas and paying attention to the health and happiness of employees.



7. To improve work discipline, the work environment also needs to be considered in an organization. Organizations can provide complete facilities and infrastructure, conducive working conditions such as creating a comfortable working atmosphere, providing rest rooms such as providing breastfeeding rooms, prayer rooms.
8. To improve employee performance, of course transformational leadership must be accompanied by work discipline, this can be created when leaders can provide inspirational motivation to employees to succeed so that work discipline is created, and employee performance will increase.
9. To improve employee performance, things that need to be considered are employee engagement accompanied by work discipline. This can be done by providing a sense of vigor (enthusiasm) and an energetic attitude at work so that good work discipline is created and consideration for employees with high levels of employee engagement and work discipline is given a promotion.
10. To improve employee performance, it is necessary to create a good and conducive work environment through work discipline, one of which is by providing self-development to employees by providing motivational seminars and training in accordance with their fields and competencies.

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AND WORK ENVIRONMENT, ON THE PERFORMANCE OF EMPLOYEES WITH WORK  
DISCIPLINE AS INTERVENING AT THE GENERAL BUREAU OF THE REGIONAL  
SECRETARIAT OF RIAU ISLANDS PROVINCE**

Atik, Indrayani, Muammar Khaddafi, Diana Titik Windayati

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