

## **THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, DISCIPLINE, PRODUCTIVITY ON EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

There are many ways that can be done to improve performance, including presenting a visionary leader, clear discipline rules, and productivity. This research will specifically measure how the role of the leader, discipline rules, and current productivity levels on performance. Thus, a picture of the situation is obtained which is useful for employee development in the future. The scientific method used is quantitative and regression analysis. The research sample was the employees of Hotel Kemang. The results of the study confirm that the increase in performance is strongly influenced by many factors, including leadership, discipline, and work productivity levels. Furthermore, the productivity variable is one of the many factors that indicate good employee performance. Therefore, companies can pay more attention to this matter.

**Keywords: Transformational Leadership, Discipline, Productivity, Performance**

### **PROEM**

With the advancement of technology today, everything becomes faster and more practical. Almost all fields of work and human activities depend on information technology or have been computerized (Audenaert, et, al., 2019). Starting from the fields of sales, offices, education, medicine, and others. The use of information technology aims to facilitate a job such as a fast and accurate data processing program. Making decisions quickly and precisely thanks to this information technology. So that it can make work more effective and efficient (Bauwens, et, al., 2019; Muhammad, et, al., 2019).

PT. Kemang Icon Hotel is a private company engaged in the hospitality sector (lodging and restaurants), which is located at Jl. Kemang Raya No.1 Bangka Village, Mampang Prapatan District, South Jakarta City, DKI Jakarta 15730 Indonesia, No.

Telephone (021) 7197989 and Fax. (021) 7198143. This company was founded in 2005. The good service that has been provided so far is that many consumers from medium to large companies are increasingly joining and working together to use hotel services.

In Hotel Kemang Icon By Alila, it is necessary to plan and develop employee motivation programs clearly, so that the apparatus resources in it understand what the leader can do and appreciate. Implementing a leadership style in accordance with the maturity level of employees who are subordinates so that motivation can be increased. Leaders in implementing a policy must also pay particular attention to the motivational aspects that become the basis for making people run it. One of these strategies is to improve employee performance. By maintaining high employee performance, it is likely that the organization will be able to survive and develop (Muhammad, et, al., 2019).

The leader is an element that really determines whether or not an organization is running smoothly in realizing its goals, leadership is the core and driving force of the realization of a good operational process. Thus the importance of the role of leadership in the process of achieving goals, so that it can be said that the success or failure of operational activities is largely determined by the quality of leadership possessed by people who are assigned the task of leading the operational process (Campbell, et, al., 2016).

Employee professionalism can be improved by providing coaching and awareness in real action. Efforts to improve employee professional skills are important so that increased employee performance and loyalty can become a reality. If employees work optimally with full awareness, it will be easier to achieve organizational goals (Pasha, Oet, al., 2017). As a mobilizer in an institution, the leader is one of the key holders in achieving the goals of the agency. The success of an agency in achieving its goals cannot be separated from the ability of its leaders to manage the resources owned by the organization. These resources include employees who work in a company. Transformational leadership becomes a barometer in the company and plays an important role in improving employee performance (Buil, et, al., 2019). Based on observations made during the pre-research period, some employees stated that they had problems related to their superior's leadership. Some employees stated that they complained about the attitude of their superiors, so it can be concluded that employees felt burdened by their superiors. There are times when superiors let employees work

without direct supervision, and sometimes superiors receive input from employees, but there are times when employees also get orders that are coercive and firm from their superiors.

## **THEORETIC**

The most important thing in coordinating and delegating tasks is good communication from superiors and subordinates. At Hotel Kemang Icon by Alila, there was an error in conveying and receiving information which resulted in less effective communication between superiors and subordinates. One example is that the leadership does not directly see the events and problems in the field such as hotel guests who complain about room facilities but only think theoretically as if they understand better in doing these things so that the implementation of their duties is not optimal (Eliyana & Ma'arif, 2019).

With the existence of regulations regarding employee discipline, it is still not certain that the work discipline process can run well. One of them is marked by the delay in paying employee salaries, which causes a decrease in employee performance, indicated by the decrease in employee motivation in carrying out their duties and responsibilities, the lack of enforcement of justice causes a decrease in employee performance indicated by weak regulations that are only aimed at certain employees and not yet optimal application of sanctions (Malau, et, al., 2019). Penalties for employees who violate the rules and regulations cause a decrease in employee performance is indicated by the number of employees who ignore the existing rules and regulations (Esthi & Savhira, 2019).

This research was conducted based on the attendance at which time there was a delay by employees due to a lack of awareness in work discipline. In addition, all return to the rights and obligations of employees that must be fulfilled in the company's operational activities. The payroll system, which should have been given every 28th of the month, is now late and until the 31st can only be accepted by employees. In addition, the compensation given to employees is inadequate in the form of an 8% salary increase which is only given to the Kitchen staff.

The hotel management also does not pay attention to the aspect of supervision, from attendance to the results of their work, this can be seen from the unstandardized

quality of food and drinks provided by the restaurant in the Hotel Kemang Icon by Alila. The management also seems reluctant to apply sanctions to employees who make mistakes, such as those who often steal time to sleep or smoke during work hours. All the existing problems have an unfavorable effect on the continuity of the company by increasing the employee turnover rate, from only 1 or 2 people who have resigned to 5 people in different positions.

Decreased employee productivity can also be caused due to inadequate facilities in carrying out work activities such as inadequate cleaning tools, damaged pool pump machines, limited cooking utensils and many others. This affects the quality of the products produced, for example in terms of cleanliness, if the room to be rented still looks dirty, it will have an impact on decreasing customer satisfaction in using the hotel services.

In addition, new employees who still lack experience in doing work so that the work produced is not optimal. Limited product knowledge can also worsen the service image of the Hotel Kemang Icon by Alila. This is a homework for Hotel management to continue to compete with other hotels.

The decline in employee performance is seen from the various problems that occur at Hotel Kemang Icon by Alila, starting from leadership that is too arrogant, delayed employee payroll, decreased quality of work, lack of equipment needed and the lack of facilities provided by the company.

Employee performance is highly dependent on leadership programs, work discipline and work productivity as well as other factors aimed at new and old employees in a company and organization. So that the company can easily achieve its goals or objectives if the employees used are skilled in carrying out company activities.

In connection with the above, human resources play an important and strategic role in the company's development process. Therefore, to get good human resources must go through a selection and guidance process. Human resource development programs are absolutely necessary along with the development of the company. To get efficient and effective work results is not an easy thing. Leadership, work discipline and work productivity are carried out in the hope that employee performance can increase in their duties and positions (Shahreki, 2019; Wingard, 2019).

As the authors observe in the research location, it is known that from year to year there are fluctuations of increase and decrease between targets and realization in terms of transformational leadership, work discipline and work productivity on employee performance (case study at Hotel Kemang Icon By Alila. This fluctuation of increase and decrease can be an indication that these factors have been unstable (Razak, et, al., 2018; Dapu, 2015; Sihombing, 2020).

Employee performance is highly dependent on training programs and work discipline aimed at new and old employees in a company and organization. So that the company can easily achieve its goals or objectives if the employees used are skilled at carrying out company activities.

The implementation of transformational leadership, work discipline and work productivity in order to develop human resources must be objective in selecting employees who are entitled to follow the rules and in assessments must be done properly for new employees so that they can carry out their responsibilities properly and also for old employees, namely to improve performance.

As the authors observed in the research location, it is known that from year to year there are fluctuations of increase and decrease between targets and realization in terms of training and employee performance at Hotel Kemang Icon By Alila. This fluctuation of increase and decrease can be an indication that the training and performance of these employees are unstable.

## **METHOD**

The method used in this research is quantitative. The purpose of this study, wanted to see explicitly whether there is an influence or not of the variables of leadership, discipline and productivity on performance. With quantitative methods, this can be answered. Furthermore, in the analysis operation of this study using multiple linear regression. With this technique, it will be clearly known, the magnitude of the influence and the significance of the independent variables on the dependent variable.

Furthermore, the effort made to collect data was to spread out questionnaires. In this questionnaire, there are a number of questions that describe the condition of the research subjects. Then, there is also a number notation, which describes the amount of the respondent's perception or opinion on the question being asked. With this concept,

the objectives of quantitative research will be achieved. Then, at the next stage, statistical tests are carried out, including:

1. Validity test, used to see the truth of data
2. Reliability test, used to see data consistency
3. Classical assumption test, used to see the fulfillment of a number of analysis requirements
4. Regression test, used to see the effect value

## **RESULT**

The interesting things that can be stated from this research are:

1. That transformational leadership which is seen as bringing change is exemplary. That is, in the context of organization and management, a leader is able to show how to realize company goals, policies and rules. Thus, a perception is built among employees, that achieving company goals is something clear, because all organizational management instruments have an implementation model. In addition, the leader can explain what he is doing, with regard to organizational instruments. So, employees get the same emotions, thereby building a spirit of realizing the ideals of the company.
2. Work discipline is perceived to have an influence on performance in the form of procedures. That is, detailed disciplinary rules governing all organizational activities. So, employees can easily and in plain view. Furthermore, the rules describe all aspects related to what to do, in the form of attitudes, behavior, emotions, and thoughts. Thus, there is a strong belief to do something. In fact, in a broader context, disciplinary actors are treated equally and there are no exception conditions. However, disciplinary rules must also consider context and aspects, so as not to curb the work effectiveness of employees.
3. Productivity seen as important in the context of performance is ability. The ability referred to is two senses. First, they have expertise, employees are said to be productive, because they have skills in carrying out work, so that work can be carried out and completed professionally. Second, they can do, meaning that employees have a high determination and willingness to do and complete tasks, so that a professional attitude is built, in which a goal-oriented mindset is built.

4. Performance assessed by employees is a work result that is achieved through the correct process. The indicator considered important by respondents is quality. The employees see that quality in work is a series of implementation and results that are carried out according to procedures with the appropriate competence. With it achieved the goal. The employees considered that in practice the company focused on achieving targets for each division, but all of these things were in accordance with the applicable SOP. In addition, in the process do not neglect the required attitudes and behaviors.

After the authors conduct research and analysis regarding the effects of transformational leadership, work discipline and work productivity on employee performance, as described in previous chapters, the authors can draw the following results:

1. Transformational leadership has a positive and significant effect on employee performance at Hotel Kemang Icon by Alila. This can be seen from the value of  $t_{count} > t_{tabel}$  ( $1,763 > 1,677$ ) dan  $t$  significance  $t < 0,05$  ( $0,000 < 0,05$ ). The simple regression model obtained is  $Y = 74,560 + 0,162 X_1$ . Transformational leadership has a positive correlation with employee performance of 0,162. Leadership has the smallest contribution ( $R^2$ ) of 0,7% to employee performance at Hotel Kemang Icon by Alila.
2. Work discipline has a positive and significant effect on employee performance at Hotel Kemang Icon by Alila. This can be seen from the value  $t_{count} > t_{tabel}$  ( $1,719 > 1,677$ ) dan  $t$  significance  $t < 0,05$  ( $0,000 < 0,05$ ), work discipline has a positive correlation with employee performance of 0,101. Work discipline has a contribution ( $R^2$ ) of 10% to employee performance at Hotel Kemang Icon by Alila. The simple regression model obtained is  $Y = 68,894 + 0,101X_2$ . Work discipline has the greatest contribution ( $R^2$ ) of 10,1% to employee performance at Hotel Kemang Icon by Alila.
3. Work productivity has a positive and significant effect on employee performance at Hotel Kemang Icon by Alila. This can be seen from the value of  $t_{count} > t_{tabel}$  ( $1,791 > 1,677$ ) and  $t$  significance  $t < 0,05$  ( $0,000 < 0,05$ ). The simple regression model obtained is  $Y = 68,179 + 0,083X_2$ . Work productivity has a positive correlation with employee performance of 8,3%.

4. Transformational leadership, work discipline and work productivity together have a positive and significant effect on employee performance at Hotel Kemang Icon by Alila. This can be seen from the value of  $F_{count} > F_{tabel}$  ( $4,689 > 4,07$ ) and  $F$  significance of  $F < 0,05$  ( $0,000 < 0,05$ ). Transformational leadership, work discipline and work productivity together have a contribution ( $R^2$ ) of 1,9% to employee performance at Hotel Kemang Icon by Alila, the remaining 98,1% is influenced by other variables not studied. The multiple regression model obtained is  $Y = 76,392 + 0,257 X_1 + 0,477 X_2 + 0,585 X_3$ .

Based on the above analysis, the authors propose several suggestions which are expected to be useful for Hotel Kemang Icon by Alila. The suggestions are as follows:

1. Hotel Kemang Icon by Alila needs to increase efforts related to transformational leadership variables such as deliberations in reaching consensus in making decisions and providing outreach to every employee regarding each policy and its implementation.
2. Hotel Kemang Icon by Alila needs to increase efforts related to work discipline variables such as by distributing salaries according to the dates in company regulations and assigning duties and responsibilities to employees according to their positions and positions.
3. Hotel Kemang Icon by Alila needs to increase efforts related to work productivity variables such as adding complete assets for company operations and producing products and services produced or made by certain divisions or departments.
4. Hotel Kemang Icon by Alila needs to increase efforts related to employee performance variables such as doing team or group work so that it feels light and contributes well to the company with an attitude of loyalty.

## CONCLUSION

From the above explanation, this research has the following conclusions:

1. In order for the level of transformational leadership at Hotel Kemang Icon by Alila to remain objective in accordance with employee expectations, transformational leadership variables should be considered and improved, indicators in prices must be empowered, understood and carried out by all employees to support the creation



of harmony between sustainable employees which in turn will improve employee performance.

2. In order for the level of work discipline at Hotel Kemang Icon by Alila to remain effective, work discipline variables should be considered and improved, the indicators in work discipline must be understood and implemented by all employees, in order to support the creation of order and harmony in work that can be improve employee performance.
3. In order for the level of work productivity at the Hotel Kemang Icon by Alila to remain high, work productivity variables should be considered and improved, the indicators in work productivity must be understood and carried out by all employees, in order to improve the quality and quantity of services produced. in the end will improve employee performance.
4. In order for the level of employee performance at Hotel Kemang Icon by Alila to remain high, transformational leadership, work discipline and work productivity must be considered and integrated together and improved, indicators that exist in transformational leadership, work discipline and work productivity. must be understood and empowered in order to support the creation of a continuous process of improving employee performance, as well as implementing comprehensive human resource management and creating harmony among employees, which in turn will improve overall employee performance.

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