

The Influence of Transformational Leadership Style and Work Discipline on Employee Performance of PT. Niaga Nusa Abadi

Dara Azzahra Marsella¹, Teguh Iman Santoso², Didin Kristinawati³

^{1,2,3} Faculty of Economics and Business, Telkom University, Indonesia

Email: daraazzahram@student.telkomuniversity.ac.id, teguhis@telkomuniversity.ac.id, didinkm@telkomuniversity.ac.id

ARTICLE INFO

ABSTRACT

Received: 03 May 2025

Revised: 10 Jun 2025

Accepted: 23 Jun 2025

Competition in the FMCG (Fast-Moving Consumer Goods) product distribution industry is getting tougher, demanding companies to not only provide high-quality products, but also manage operations with efficiency and continuous innovation. Employees as a key element in a company's operations must have adequate competencies and work in an environment that supports productivity. However, fluctuations in employee performance, influenced by leadership style and work discipline levels, are often a challenge for companies. This study aims to analyze the influence of transformational leadership style and work discipline on employee performance at PT Niaga Nusa Abadi, Bandung branch. The data used in this study is employee performance data obtained through quarterly performance assessments and measurements of related indicators, such as budget control, efficiency initiatives, and communication effectiveness. The research method used is a quantitative approach with an explanatory research design. Data is collected through surveys distributed to employees of companies that have implemented flexible working hours policies. An ISEM-based Structural Equation Modelling (SEM) was used to analyse the data and test the hypothesis that work-life balance, flexible work schedules, and employee well-being are related. In this study, 144 respondents were sampled using a saturation sampling technique.

Keywords: Work Discipline, Transformational Leadership Style, Employee Performance, Fast-Moving Consumer Goods.

INTRODUCTION

Competition in the global business landscape is becoming increasingly intense, particularly in the distribution sector of Fast-Moving Consumer Goods (FMCG) (Kotler & Keller, 2018). Companies are not only expected to deliver high-quality products but also to manage operations efficiently and implement continuous innovation to sustain and grow. Within this context, the role of employees as the backbone of organizational operations becomes critical (Rosalina & Wati, 2020). Employees are expected to possess adequate competencies and perform in an environment conducive to productivity and optimal performance (Dessler, 2020). Therefore, in order to stay competitive and accomplish their objectives, organisations need to plan and execute strategic initiatives and efficiently manage all of their resources (Suharman et al., 2023).

Human resources play a pivotal role as a fundamental element in supporting the achievement of organizational goals (Dessler, 2020). According to Prasetyo et al. (2020), human resources play a crucial role in maintaining the sustainability and advancing an organization. Therefore, companies must focus on enhancing employee capabilities and competencies through training and development programs (Gustiana et al., 2022). According to Arif et al. (2023), human resources actively contribute to the sustainability of an organization and its decision-making processes. The quality of decisions made by

human resources reflects both the performance and analytical ability of individuals in addressing problems within the scope of their roles and responsibilities (Handoko, 2020).

According to Mccarter et al. (2022) employee performance can be defined as a factor that determines the extent to which an individual contributes to organizational advancement. Optimal employee performance can enhance organizational loyalty, motivate individuals to improve their work, and support the achievement of high productivity levels (Mardiani and Sepdiana, 2021). Employee performance must thus be routinely evaluated and analysed as it has a significant impact on a company's success (Hayat and Sary, 2023).

At PT Niaga Nusa Abadi, Bandung Branch, employee performance is measured based on guidelines established by the head office, with evaluations conducted quarterly. These assessments aim to support the implementation of performance-based reward management, including human resource development programs and other initiatives designed to enhance productivity. PT Niaga Nusa Abadi is also committed to the continuous improvement of employee performance to achieve optimal business targets.

To evaluate performance, PT Niaga Nusa Abadi utilizes Performance Indicators (PI) as an assessment tool. The determination of these indicators is based on the job descriptions established by the company, tailored to each employee's division and position (Ratih Hanawidjaya et al., 2022). The company sets a target for achieving the "Outstanding" category in PI as a benchmark for maintaining high standards of work quality. On the other hand, like many other organizations, PT Niaga Nusa Abadi faces the challenge of generational diversity within its workforce. This diversity can create gaps that affect work styles and communication among employees, which may eventually lead to workplace issues (Widyaputri & Sary, 2022). In response, PT Niaga Nusa Abadi has established a clear policy regarding employee performance measurement criteria, as presented in Table 1 below.

Table 1

PT Niaga Nusa Abadi Employee Performance Assessment Criteria

Criterion	Value Range	Category
P1	>100	<i>Outstanding</i>
P2	90 - 100	<i>Excellent</i>
P3	80 - < 90	<i>Good</i>
P4	< this Article, the Parties shall ensure that the	<i>Below Expectation</i>

Employee performance at PT Niaga Nusa Abadi, Bandung Branch, over the past year is presented in Table 2 below.

Table 2

PT Niaga Nusa Abadi Employee Performance Assessment in 2024

Period	Year	Percentage
Quarter 1	2024	88,20 %
Quarter 2	2024	87,20 %
Quarter 3	2024	83,17 %
Category	2024	Good

Based on Table 2 above, the employee performance percentage at PT Niaga Nusa Abadi, Bandung Branch, in 2024 experienced fluctuations across the first to the third quarter. In the first quarter, employee performance reached 87.20%, which falls into the "Good" category, as referenced in the

company's performance evaluation scale shown in Table 1.1. In the second quarter, performance increased to 88.20%, still within the "Good" category. However, in the third quarter, performance declined to 83.17%, although it remained classified as "Good."

These fluctuations indicate that while overall employee performance is considered satisfactory, some performance indicators suggest that the company's established targets have not been fully met. The decline in the third quarter also signals the presence of certain factors that may have affected employee productivity during that period. This issue requires further analysis to identify appropriate solutions for improving and stabilizing company performance.

The primary challenge faced by PT Niaga Nusa Abadi lies in the fluctuation of employee performance, which is largely influenced by the ineffective implementation of leadership styles and low levels of work discipline (Hasibuan, 2019). This condition can hinder the company from achieving its predetermined targets (Qurbani & Melisa, 2023). Thus, in order to establish a productive workplace and boost the competitiveness of the business, it is essential to comprehend how work discipline and leadership style impact employee performance (Mccarter et al., 2022).

The leadership style used in the company has a big impact on employee performance, and leadership is one of the main elements affecting performance results (Santika et al., 2023). Effective leadership not only contributes to improved employee performance but also serves as a foundational element in organizational development. Leaders who are capable of applying the appropriate leadership style can provide motivation and a positive influence on employees, thereby boosting morale and supporting the achievement of organizational goals (Assa & Dachi, 2023).

According to Azis et al. (2019), leaders who demonstrate positive behaviors such as offering supportive feedback, being trustworthy, and making fair decisions encourage employees to feel more responsible, committed, and actively engaged in the organization. Therefore, it is essential for leaders to think strategically and adopt an appropriate leadership style in their implementation. Based on interviews conducted by the researcher on November 19, 2024, with employees at PT Niaga Nusa Abadi, Bandung Branch, it was found that two leadership styles are potentially applied within the company: transformational leadership and transactional leadership. To determine the dominant leadership style, a preliminary questionnaire was distributed to 20 employees. The results indicated that the majority perceived their leaders as adopting a transformational leadership style.

A strategy known as transformational leadership encourages, inspires, and supports constructive change in workers. This approach is crucial for developing character and changing behaviour in addition to emphasising goal-achieving and influencing followers. Through this approach, leaders help their followers develop their potential in alignment with shared values (Ramadhani & Indawati, 2021). By identifying and cultivating the appropriate leadership style, organizations can foster a conducive and efficient work environment, ultimately contributing to overall organizational performance improvement (Maulidi et al., 2024).

On the other hand, work discipline plays a crucial role in driving overall team productivity. Through firm policies such as imposing sanctions for tardiness and granting rewards to high-performing employees the company has succeeded in maintaining a high level of discipline within the workplace. Regular performance monitoring and the provision of constructive feedback help keep employees motivated and focused on achieving their targets. Challenges such as maintaining motivation and resolving internal conflicts are addressed through a humanistic approach, which includes offering training, promotions, and fostering a sense of individual responsibility toward assigned tasks. The combination of an appropriate leadership style and consistent enforcement of discipline significantly contributes to improved employee performance.

Work discipline is just as important in affecting employee performance as transformative leadership. According to Rosalina & Wati (2020), discipline reflects the extent to which a leader effectively carries

out their role. A leader who is able to instill discipline within their team can foster a productive and efficient work environment. Conversely, a lack of attention to discipline may lead to a decline in employee performance, ultimately affecting the achievement of organizational goals. Work discipline is not solely an individual responsibility, but also an indicator of a leader's success in guiding and managing their team. Therefore, discipline must be consistently strengthened and maintained, as its absence may delay task completion and have adverse impacts on the organization (Rinjani, Rahwana, dan Asyiah 2024). By implementing effective leadership and maintaining high levels of work discipline, companies can enhance operational efficiency and strengthen their competitive position in the market. A study by Surawijaya et al. (2023) discovered that work discipline and a transformative leadership style had a major impact on staff performance. When both factors are effectively implemented, companies can establish a structured work environment, enhance employee motivation, and promote efficiency. On the other hand, research by Araffat et al. (2020) demonstrated that whereas work discipline and leadership style together improve performance, leadership style by itself has no discernible benefit. However, workers are more likely to be inspired to meet goals and increase productivity when supportive leadership upholds work discipline.

Based on interviews conducted by the researcher on November 19, 2024, with employees of PT Niaga Nusa Abadi, Bandung Branch, it was found that discipline among some employees remains inadequate. Several employees were reported to arrive late to work, beyond the company's established working hours. Employee attendance is a critical indicator for assessing discipline and performance in the workplace. According to Kasmir (2016), attendance reflects the extent to which employees comply with the company's working hours policy. The higher the attendance rate in accordance with company regulations, the better the performance demonstrated by employees. Conversely, frequent absenteeism can negatively affect both productivity and work effectiveness.

Work discipline is one of the key factors influencing an employee's performance within a company. To assess the extent to which work discipline has been implemented at PT Niaga Nusa Abadi, Bandung, the researcher collected data on employee tardiness provided by the company. This data is used to evaluate employee discipline in fulfilling their attendance obligations, as presented in Table 3 below.

Table 3 Employee Delay Data

Employee Delays		
August	September	October
63	59	78

Based on Table 3, it can be concluded that the number of employee tardiness incidents at PT Niaga Nusa Abadi fluctuated during the period from August to October 2024. In August, there were 63 reported cases of tardiness, which decreased to 59 cases in September. However, the number rose significantly in October, reaching 78 tardiness cases. This fluctuation indicates that, although there was an improvement in September, employee discipline was not consistent and tended to decline in October. The increase in tardiness may serve as an indicator of various underlying factors, such as lack of supervision, weak enforcement of disciplinary rules, or external disruptions affecting employee discipline.

According to research by Mahyadi dan Safrizal (2023), transformational leadership has a positive influence on employee performance; however, their study was a literature review and did not include empirical data. In contrast, Rokhman, Bahiroh, and Maria (2022) found that transformational leadership did not have a significant effect on employee performance.

The limited number of research that incorporate work discipline as a supporting component and the conflicting results about the impact of transformational leadership on employee performance are the

driving forces for this investigation. This research gap emphasises the necessity of more study into the connection between employee performance, work discipline, and transformative leadership in the context of corporate organisations.

The urgency of this research is reinforced by internal data from PT Niaga Nusa Abadi, Bandung Branch, which shows fluctuations in employee performance throughout 2024 from 88.20% in the first quarter to 83.17% in the second quarter. Although still categorized as “Good,” this decline indicates the presence of factors affecting employee productivity that could potentially hinder the achievement of corporate targets amid the intense competition in the FMCG industry. This study is to examine the effects of work discipline and transformational leadership style on employee performance using a quantitative methodology. Questionnaires were used to gather data, and statistical analysis was performed to find important correlations between the variables. It is anticipated that the results would theoretically and practically advance human resource management and leadership methods, especially in terms of improving worker performance in the industrial sector.

METHODS

This study employs a descriptive approach using a quantitative research method. According to (Kasmir, 2022), the quantitative method aims to test theories, either in terms of influence or relationships between variables. In this study, the researcher has identified the problem to be examined and seeks to uncover its root causes. This is supported by Komara, Syaodih, and Andriani (2022), they stress that the purpose of quantitative research is to test ideas by examining the correlations between variables. Descriptive research aims to describe the characteristics and nature of a phenomenon without exploring causal relationships (Yaniawati and Indrawan, 2024). Thus, the main focus of descriptive research is to provide explanations for the theories underpinning the study Komara, Syaodih, and Andriani (2022). Furthermore, this type of research serves to present data or information to readers on a particular topic. Once the data are presented, the researcher can answer the research questions posed in the study (Purwohedi, 2022). The specific characteristics of this study are detailed as follows:

Table 4 Research Characteristics

No.	Research Characteristics	Kind
1.	By Purpose	<i>Descriptive</i>
2.	Based on Methodology	Quantitative
3.	Based on Strategy	Survey
4.	Based on Unit of Analysis	Individual
5.	By Engagement	Not Intervening in Data
6.	By Time	<i>Cross Sectional</i>

Data Collection and Data Sources

The purpose of this study's data collecting was to gather pertinent information and bolster its goals. Data is obtained from reliable sources, both secondary and primary data.

Data Collectio

According to Djaali (2020), data collection is one of the most crucial stages in research, aimed at obtaining valid data from the variables under study. In quantitative research, this process involves gathering data in numerical form or other data that can be converted into quantitative formats (Yaniawati and Indrawan, 2024). It serves to transform facts into data that can be analyzed to answer the research questions and objectives (Djaali, 2020).

Two key methods were used in this study to gather data from primary and secondary sources: surveys and interviews. The questionnaire was used as an instrument consisting of a list of statements to be answered by respondents and was distributed via WhatsApp, Google Forms email, and directly to individuals or groups (Djaali, 2020). The interviews were conducted orally and face-to-face, guided by predefined directions and objectives (Sekaran and Bougie, 2016).

Data Sources

According to Sugiono and Setiyawami (2022), primary and secondary data are the two categories into which research data sources fall. The researcher collects primary data directly from respondents' questionnaire responses and observations (Yaniawati and Indrawan, 2024). Interviews with the branch manager of PT Niaga Nusa Abadi Bandung and the distribution of questionnaires to staff members, which the researcher personally administered, were the methods used in this study to gather primary data.

Meanwhile, secondary data refer to pre-existing data obtained from documents such as company annual reports, literature references, websites, and previous studies. According to Yaniawati and Indrawan (2024) add that the use of secondary data can save time, costs, and resources due to its accessibility.

Data Analysis Technique

Two analytical techniques are used in this study: structural equation modelling using partial least squares (SEM-PLS) and descriptive data analysis. Descriptive analysis aims to present the characteristics of each variable through frequency and percentage distributions (Djaali, 2020; Komara, Syaodih, and Andriani (2022), and it is not intended for generalization (Sugiono and Setiyawami, 2022). A questionnaire with a Likert scale was used to gather the data. SEM, or structural equation modelling, aims to maximise the latent variables' explained variance. (Sholihin and Ratmono, 2021; Hair et al., 2021), was used to investigate the connections between employee performance, work discipline, and transformational leadership style. The AnaliSEM software was used for the analysis, which included assessing the measurement model as well as the structural model.

RESULTS

Outer Model Evaluation (Measurement Model Test)

Ghozali (2021) states that the measurement model evaluation is carried out in order to evaluate the reliability and validity of latent constructs within the PLS-SEM model.

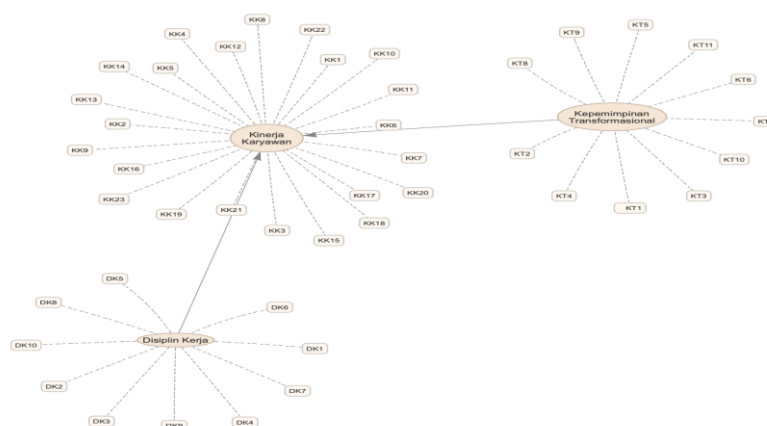


Figure 1 Outer Model

Convergent Validity

Indicator validity testing in the Partial Least Square (PLS) model is conducted through convergent validity analysis, which assesses the strength of the correlation between each indicator and the construct it measures (loading factor). The correlation values are derived from the outer loading output generated by the PLS algorithm, as presented in the following table.

Table 5 Convergent Validity Outputs of Transformational Leadership

Variable Leave	Item	Loading Factor	Information
Transformational Leadership (X1)	KT1	0.8200	Valid
	KT2	0.8580	Valid
	KT3	0.7982	Valid
	KT4	0.8059	Valid
	KT5	0.8312	Valid
	KT6	0.7618	Valid
	KT7	0.8600	Valid
	KT8	0.8143	Valid
	KT9	0.8220	Valid
	KT10	0.8010	Valid
	KT11	0.8417	Valid
Work Discipline (X2)	DK1	0.8245	Valid
	DK2	0.8311	Valid
	DK3	0.8305	Valid
	DK4	0.7552	Valid
	DK5	0.7916	Valid
	DK6	0.7356	Valid
	DK7	0.8000	Valid
	DK8	0.7817	Valid
	DK9	0.7843	Valid
	DK10	0.8554	Valid
Employee Performance (Y)	KK1	0.8168	Valid
	KK2	0.7596	Valid
	KK3	0.7602	Valid
	KK4	0.7741	Valid
	KK5	0.7549	Valid
	KK6	0.7488	Valid
	KK7	0.7971	Valid
	KK8	0.7711	Valid
	KK9	0.7971	Valid
	KK10	0.8061	Valid
	KK11	0.7769	Valid
	KK12	0.7211	Valid

	KK13	0.8602	Valid
	KK14	0.8135	Valid
	KK15	0.8149	Valid
	KK16	0.7994	Valid
	KK17	0.7980	Valid
	KK18	0.7995	Valid
	KK19	0.7698	Valid
	KK20	0.8267	Valid
	KK21	0.7884	Valid
	KK22	0.7658	Valid
	KK23	0.7707	Valid

According to Table 5's output, every item under the variables of employee performance, work discipline, and transformational leadership has a loading factor value higher than 0.70. This suggests that all indicators are deemed valid for measuring the concepts of transformational leadership, work discipline, and employee performance since they satisfy the requirements for convergent validity.

Additionally, the Average variation Extracted (AVE) is utilised to evaluate the extent to which the concept can account for the variation of the indicators in order to support the convergent validity test. When the AVE value is more than 0.5, it means that the corresponding construct can account for more than half of the variance of the indicators.

Tabel 6 Output Average Variance Extracted (AVE)

Variabel	AVE
Transformational Leadership	0.6396
Work Discipline	0.6722
Employee Performance	0.6195

It is evident from Table 6's result that each variable's Average Variance Extracted (AVE) values are higher than 0.5. Employee performance has an AVE value of 0.6195, work discipline has an AVE value of 0.6722, and transformative leadership has an AVE value of 0.6396. These findings show that every indicator in this study may reliably represent its respective constructs and is valid in terms of convergent validity.

Discriminant Validity

Ghozali (2021) states that the Heterotrait-Monotrait Ratio (HTMT), cross-loading, and the Fornell-Larcker criterion are the three techniques that can be used to evaluate discriminant validity. To ascertain whether each indication inside a construct differs from indicators in other constructs, several methods are employed. Two of these techniques were used in this investigation: the Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker criteria.

Initially, the Fornell-Larcker criteria was used. The square root of the AVE for each construct is compared to the correlation values between constructs in this test. When the square root of the AVE for a particular concept is higher than its correlations with other constructs, discriminant validity is attained.

Tabel 7 Output Uji Fornell Larcker Criteration

Variabel	Work Discipline	Transformational Leadership	Employee Performance
Work Discipline	0.7998		
Transformational Leadership	0.8134	0.8199	
Employee Performance	0.8632	0.8576	0.7871

It is evident from the results in Table 7 that the correlation values between constructs are actually higher than the square root values of the AVE for each construct. This suggests that, in accordance with the Fornell-Larcker criterion, the model does not meet the conditions for discriminant validity. In other words, it's possible that the model's components still conceptually overlap and that there isn't enough differentiation between them.

The Heterotrait-Monotrait Ratio (HTMT) may therefore be used to evaluate discriminant validity. The HTMT test is designed to assess the degree of link between several constructs and quantify their correlation. According to Ghozali (2021), discriminant validity is considered acceptable if the HTMT value is less than 0.90.

Table 8. Output of Heterotrait-Monotrait Ratio (HTMT) Test

Variabel	Work Discipline	Transformational Leadership	Employee Performance
Work Discipline			
Transformational Leadership	0.8595		
Employee Performance	0.8997	0.8863	

It is evident from Table 8 result that every Heterotrait-Monotrait Ratio (HTMT) value is less than 0.90. This suggests that all variables in the study model satisfy the requirements for discriminant validity. Consequently, it may be said that the research model based on these factors is reliable.

Reliability Test

Cronbach's Alpha and Composite Reliability, two key indicators used to assess the constructs' reliability, were examined in this study's reliability test. If a construct's Composite Reliability and Cronbach's Alpha scores are both more than 0.70, it is deemed dependable. The following table displays the results for Cronbach's Alpha and Composite Reliability:

Table 9 Output Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability
Work Discipline	0.9371	0.9466
Transformational Leadership	0.9511	0.9575
Employee Performance	0.9720	0.9740

It is evident from Table 9's output data that every variable in this study has composite reliability and Cronbach's alpha values more than 0.7. This shows that each construct in the model already meets the reliability requirements, so it can be trusted for use in further testing.

Structural Measurement Test (Inner Model)

In order to assess the link between latent variables in a research model, the inner model is a component of the Structural Equation Modelling (SEM) study. The purpose of the inner model is to quantify the degree to which independent factors impact dependent variables.

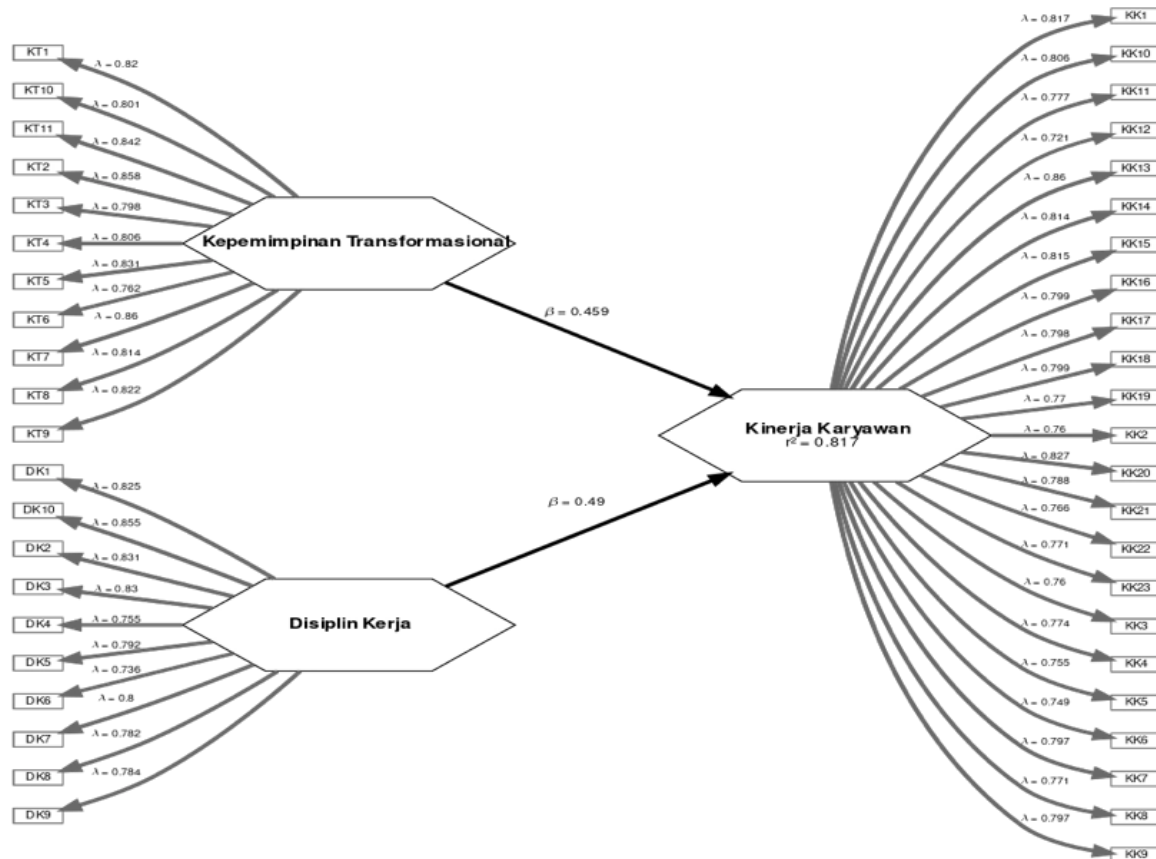


Figure 2 Inner Model

R Square

The degree to which the independent variables in a model can account for the dependent variable is measured using R-Square. The predictive power of the model increases with the R-Square value. R-Square values are classified as follows, according Ghozali (2021) > 0.67 denotes a robust model, 0.33 a moderate model, 0.19 a weak model, and < 0.19 a very weak model.

Table 10. R-Square Output

Variable Dependent	R-Square	R-Square Adjusted
Employee Performance	0.8165	0.8139

Table 10's output demonstrates that the employee performance variable's R-Square value is 0.8165, indicating that the model is classified as strong. This indicates that 81.65% of the variation in employee performance can be explained by the factors of work discipline and transformational leadership, with the remaining variance being explained by other variables not covered in this study.

F Square

F-Square is used to assess the extent of the contribution of independent variables to the dependent variable in the structural model. According to Ghazali (2021), F-Square values are categorized as follows: 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 or higher indicates a large effect.

Table 11 F-Square Output

Variabel	Work Discipline	Transformational Leadership	Employee Performance
Work Discipline			0.4400
Transformational Leadership			0.3794
Employee Performance			

Based on the output results in Table 11, it can be seen that the *F-Square* value for the work discipline variable on employee performance is 0.4400 and for the transformational leadership variable on employee performance is 0.3794. The results of both values are in the large category, as they exceed the limit of 0.35. This shows that work discipline and transformational leadership make a great contribution to the performance of this model of employees.

Estimation on Path Coefficients

To determine the direction and strength of the independent variables' influence on dependents in the structural model, the path coefficient—obtained using the AnalISEM software—was estimated. This coefficient value demonstrates how strongly each of the variables under study is related to the others.

Table 12 Output Path Coefficients

Variabel	Original Sample
Employee Performance Work Discipline goesne→	0.4896
Transformational Leadership Employee Performance goesce→	0.4593

It is evident from Table 12's output data that there is a 0.4896 correlation between employee performance and work discipline. The positive value of the Original Sample indicates that there is a positive link between these two variables. The impact of transformational leadership on worker performance, meanwhile, is 0.4593. The positive value of the Original Sample indicates that there is a positive link between these two variables. Overall, the findings indicated that transformative leadership connections had the biggest impact on worker performance.

Pengujian Hypothesis

AnalISEM software ($\alpha = 5\%$) was used for hypothesis testing, and all T-statistics > T-Table values (1.655). The outcomes of the hypothesis test are displayed in Table 13 as follows:

Table 13 Hypothesis Testing Outputs

Hipotesis	Variabel	Original Sample	Standard Deviantion	T-Test	Status
H1	Transformational Leadership Employee Performance→	0.4593	0.0729	6.3045	ACCEPTED
H2	Employee Performance Work Discipline→	0.4896	0.0755	6.4887	ACCEPTED

The transformational leadership variable's T-Statistics value on employee performance is 6.3045, and the work discipline variable's T-Statistical value on employee performance is 6.4887, according to Table 13's output data. H_a is approved since all T-Statistics values are greater than T-Table (1.655).

The description that follows provides an explanation of the hypothesis that was received for this investigation:

- H1: There is a positive and significant influence between the Transformational Leadership Style (X₁) on Employee Performance (Y) at PT Niaga Nusa Abadi.
- H2: There is a positive and significant influence between Work Discipline (X₂) on Employee Performance (Y) at PT Niaga Nusa Abadi

The Influence of Transformational Leadership on Employee Performance

This study's path coefficient of 0.4593 and T-statistic of 6.3045, which are higher than the T-table value of 1.655, demonstrate that transformational leadership significantly and favourably affects PT Niaga Nusa Abadi employees' performance. This indicates that an increase in transformational leadership practices by management can significantly enhance employee performance. Transformational leadership provides motivation, inspiration, and positive guidance, thereby promoting work productivity. These findings are consistent with the theory that transformational leadership plays a vital role in driving positive change and building trust between leaders and subordinates (Bass, 1985; Kirkbride, 2006), and are also aligned with previous research (Ramadhani and Indawati, 2021; Jayanti and Novita, 2024). According to the demographic data, most respondents are between the ages of 26 and 30, have completed senior high school (SMA/SMK), and have one to three years of work experience. This suggests that they require a lot of inspiring and communicative leadership to boost their performance.

The Influence of Work Discipline on Employee Performance

Given that the T-statistic of 6.4887 and the path coefficient of 0.4896 are higher than the T-table value of 1.655, this study further supports the notion that work discipline has a positive and substantial impact on employees' performance at PT Niaga Nusa Abadi. This study demonstrates that maintaining consistency and high standards in employee performance requires discipline that includes accountability, attendance, and timeliness. The outcome is consistent with the notion that views work discipline as a critical component of increasing organisational productivity (Sinambela, 2019; Afandi, 2016) and is consistent with previous studies (Rosalina and Wati, 2020; Indriyani et al., 2021). The demographic data indicate that most respondents work in field positions with structured schedules and performance targets, making strict supervision and a reward-and-sanction system essential to maintaining work performance. Therefore, the company should maintain its discipline management policies, particularly those based on regular evaluations of attendance, punctuality, and weekly performance, to ensure employees remain on track toward achieving their performance goals.

CONCLUSION

According to this study, PT Niaga Nusa Abadi Bandung Branch employees' performance is positively and significantly impacted by transformational leadership style and work discipline. With a path coefficient of 0.4593 and a T-statistic of 6.3045, the hypothesis test findings demonstrated that transformational leadership style significantly and favourably affected performance. Additionally, a path coefficient of 0.4896 and a T-statistic of 6.4887 demonstrated that work discipline had a positive and substantial impact on performance.

According to these results, enhancing transformational leadership and enforcing work discipline consistently might be useful tactics for raising staff performance and productivity. To be competitive in the cutthroat FMCG distribution sector, the company is therefore urged to keep enhancing its leadership skills and fortifying its work-discipline culture.

REFERENCES

- [1] Aeni, N., & Kuswanto, H. G. (2021). The Influence Of Leadership Style, Motivation and Work Discipline On Employee Performance. *International Journal Of Management Science And Information Technology (IJMSIT)*, 1(2), 20–24. <https://doi.org/10.35870/ijmsit.vii2.352>
- [2] Afandi, P. (2016). *Concept and indicator human resources management for management research*. Deepublish.
- [3] Afandi, P. (2018). *Manajemen Sumber Daya Manusia Teori, Konsep dan Indikator* (Cetakan ke 1). Zafana Publishing.
- [4] Araffat, M. Y., Ali, H., Bangsawan, M. I., Diarti, D. K., & Budiono, A. (2020). The Influence of Leadership Style and Work Discipline on Employee Performance in the Department of Transportation Dompu District. *International Journal of Multicultural and Multireligious Understanding*, 7(8), 758–767. <https://doi.org/10.18415/ijmmu.v7i8.2187>
- [5] Arif, F., Hutauruk, R., & Sunarsi, D. (2023). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Makmur Jaya Energi di Kota Tangerang. *Jurnal Ilmiah Wahana Pendidikan*, 9(12), 610–621. <https://doi.org/https://doi.org/10.5281/zenodo.8095480>
- [6] Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook Of Human Resource Management Practice* (15th Edition). Kogan Page.
- [7] Assa, A. F., & Dachi, A. (2023). Pengaruh Disiplin Kerja, Gaya Kepemimpinan, Dan Motivasi Kerja Terhadap Kinerja Karyawan B2N Digital Fotocopy. *KOMITMEN: Jurnal Ilmiah Manajemen*, 4(1), 167–176. <https://doi.org/https://doi.org/10.15575/jim.v4i1.23740>
- [8] Azis, E., Prasetyo, A. P., Gustyana, T. T., Putril, S. F., & Rakhmawati, D. (2019). The mediation of intrinsic motivation and affective commitment in the relationship of transformational leadership and employee engagement in technology-based companies. *Polish Journal of Management Studies*, 20(1), 54–63. <https://doi.org/10.17512/pjms.2019.20.1.05>
- [9] Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. Free Press.
- [10] Dessler, G. (2020). *Human Resource Management* (G. Dessler, Ed.; 16th edition). Pearson.
- [11] Djaali. (2020). *Metodologi Penelitian Kuantitatif* (B. S. Fatmawati, Ed.; Cetakan Pertama). Bumi Aksara .
- [12] Echdar, S. (2017). *Metode Penelitian Manajemen dan Bisnis* (Y. Sartika, Ed.; Cetakan Pertama). Ghalia Indonesia.
- [13] Edison, E., Anwar, Y., & Komariyah, I. (2016). *Manajemen Sumber Daya Manusia* (Cetakan Kesatu). Alfabeta.
- [14] Farida, N., Badriatul, A., Jenny, A., Zalianty, A., Tri, W., Syahda, H., Putri, M., Ferdimas, S., Saputra, B., Ayu, N., Nazhwa, R., Rachmadiani, N., Gayuh, P., Zahwa, N., Novia, W. V., Lexsina, F., Trisyan, N., Setiya, R., Diah, H., Nesa, U. (2024). *Manajemen Sumber Daya Manusia* (A. B. Alliah, J. A. Zalianty, W. T. Hardianti, S. M. P. Satrya, & F. B. Saputra, Eds.; Pertama). CV. Eureka Media Aksara.

- [15] Ghozali, I. (2021). *Partial Least Squares Konsep, Teknik Dan Aplikasi Menggunakan Program SmartPLS 3.2.9 Untuk Penelitian Empiris* (Cetakan Ketiga). Badan Penerbit Universitas Diponegoro.
- [16] Guntur, M., Nurdin, N. H., Mustafa, D., Wahid, N., Syukur, A. T., Rahman, N., Mustari, N., Hasniati, Congge, U., Mahsyar, A., Niswaty, R., & Burhanuddin. (2023). *Manajemen Sumber Daya Manusia Sektor Publik* (S. Haryanti, Ed.; Cetakan Pertama). CV. Media Sains Indonesia.
- [17] Gustiana, R., Hidayat, T., & Fauzi, A. (2022). Pelatihan Dan Pengembangan Sumber Daya Manusia (Suatu Kajian Literatur Review Ilmu Manajemen Sumber Daya Manusia). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(6), 657–666. <https://doi.org/10.31933/jemsi.v3i6>
- [18] Hair, J. F., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray. Soumya. (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Springer.
- [19] Handoko, T. H. (2008). *Manajemen personalia dan sumberdaya manusia*. BPFE Yogyakarta.
- [20] Handoko, T. H. (2020). *Manajemen Personalia dan Sumber Daya Manusia* (2nd ed.). BPFE.
- [21] Hasibuan, Malayu. S. P. (2019). *Manajemen Sumber Daya Manusia* (Revisi). PT. Bumi Aksara.
- [22] Hayat, Z. R., & Sary, F. P. (2023). The Influence Of Employee Competence, Work Discipline And Work Motivation On Employee Performance In PDAM Indramayu District. *COSTING: Journal of Economic, Bussiness and Accounting*, 7(1), 2080–2094. <https://doi.org/https://doi.org/10.31539/costing.v7i1.7272>
- [23] Indrawati. (2015). *Metodologi Penelitian Manajemen Bisnis: Konvergensi Teknologi Komunikasi dan Informasi*. Refika Aditama.
- [24] Indriyani, R., Wijayaningsih, R., & Soehardi. (2021). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Karyawan Rumah Sakit Taman Harapan Baru Bekasi. *Ilmiah Manajemen Ubhara*, 3(1), 128–237. <https://doi.org/10.31599/jmu.v3i1.877>
- [25] Isabella, A. A., Sari, N. K., & Fazira, D. N. (2024). Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Provinsi Lampung. *Bisnis Dan Industri*, 06(02), 60–66. <https://doi.org/https://doi.org/10.52061/ebi.v6i2.273>
- [26] Ismail, M. I., & Ilyas, N. I. (2023). *Metodologi Penelitian Kualitatif dan Kuantitatif* (Monalisa, Ed.; Cetakan Pertama). PT Raja Grafindo.
- [27] Jayamahe, J. J., Sari, A. K., & Rahayu, S. (2024). Peran Kepemimpinan Transformasional dan Disiplin Kerja Dalam Meningkatkan Kinerja Prajurit SESKOAL di Jakarta. *Jurnal Kewarganegaraan*, 8(1), 185–196. <https://doi.org/https://doi.org/10.31316/jk.v8i1.6085>
- [28] Jayanti, R. D., & Novita, D. (2024). The Influence Of Transformational Leadership Style And Work Environment On Employee Performance Through MotivationAs An Intervening Variable In Manufacturing Industry. *International Conference on Economic, Management, Business, and Accounting*, 1(1), 219–234. <https://doi.org/https://doi.org/10.30651/iconemba.vii1.22660>
- [29] Karjuni, A., Wajdi, F., Sumarno, S., & Pratiwi, C. Y. (2022). Influence of leadership style and work discipline on employee performance-based Islamic work ethic. *AMCA Journal of Religion and Society*, 2(1), 16–21. <https://doi.org/10.51773/ajrs.v2i1.150>
- [30] Kasmir. (2016). *Manajemen Sumber Daya Manusia, Teori dan Praktik* (Cetakan Pertama). PT. Rajawali Persada.
- [31] Kasmir. (2022). *Pengantar Metodologi Penelitian Untuk Ilmu Manajemen, Akuntansi, dan Bisnis* (Monalisa, Ed.; Cetakan Pertama). PT. Rajawali Persada.
- [32] Kirkbride, P. (2006). Developing transformational leaders: The full range leadership model in action. *Industrial and Commercial Training*, 38(1), 23–32. <https://doi.org/10.1108/00197850610646016>
- [33] Komara, E., Syaodih, E., & Andriani, R. (2022). *Metode Penelitian Kualitatif Dan Kuantitatif* (Purwadhi & Rohendi, Eds.; Cetakan Pertama). PT Refika Aditama.
- [34] Kotler, Philip., & Keller, K. Lane. (2018). *Marketing management* (S. Wall, Ed.; 15th ed.). Pearson Education Limited.

- [35] Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- [36] Mahyadi, & Safrizal, H. B. A. S. (2023). Gaya kepemimpinan Transformasi terhadap kinerja Karyawan: A Literatur Review. *Public Service And Governance Journal*, 4(1), 66–76. <https://doi.org/https://doi.org/10.56444/psgj.v4i1.799>
- [37] Mangkunegara, A. P. (2010). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosda Karya.
- [38] Mardiani, I. N., & Sepdiana, Y. D. (2021a). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan. *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 1(1), 1–10. <https://doi.org/10.37366/master.v1i1.23>
- [39] Mardiani, I. N., & Sepdiana, Y. D. (2021b). Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan. *Jurnal Manajemen Strategik Kewirausahaan*, 1(1), 1–10. <https://doi.org/10.37366/master.v1i1.23>
- [40] Maulidi, F., Marwiyah, S., & Mubaroq, H. (2024). Pengaruh Gaya Kepemimpinan Partisipatif Terhadap Kinerja Karyawan Di Kantor Kecamatan Kademangan Kota Probolinggo. *Jurnal Sospoli Integratif*, 2(4), 18–25. <https://www.jisip.org/index.php/sij/article/view/12>
- [41] Mccarter, M. W., Ikhwan, M., Haeruddin, M., Mustafa, M. Y., Abadi, R. R., & Syahrul, K. (2022). How work discipline and leadership influence employees' performance? *International Journal of Educational Administration, Management, and Leadership*, 3(1), 17–26. <http://eprints.unm.ac.id/id/eprint/27829>
- [42] Melati, P., Wanto, D., & Kusen. (2023). Kriteria Kepemimpinan dan Perilaku Organisasi Pendidikan Islam Yang Efektif. *Jurnal Literasiologi*, 9(4), 168–180. <https://doi.org/https://doi.org/10.47783/literasiologi.v9i3>
- [43] Multazam, Kamase, J., & Hasbi. (2020). Pengaruh Gaya Kepemimpinan, Motivasi, dan Disiplin Kerja Terhadap Kinerja Karyawan Pada PT. Bank Mandiri (Persero) Tbk Cabang Daya Makassar. *Tata Kelola*, 7(2), 240–253. <https://doi.org/https://doi.org/10.52103/jtk.v7i2.187>
- [44] Mustika, L. S., & Oktavianti. (2021). Pengaruh Gaya Kepemimpinan, Motivasi, Dan Disiplin Kerja Terhadap Kepuasan Kerja. *Jurnal Manajemen, Organisasi, Dan Bisnis*, 1(1), 79–85. <https://doi.org/https://doi.org/10.33373/jmob.v1i1.3177>
- [45] Narimawati, U., Sarwono, J., Affandi, A., & Priadana, S. (2020). *Ragam Analisis dalam Metode Penelitian (Untuk Penulisan Skripsi, Tesis, dan Disertasi)* (R. I. Utami, Ed.; Cetakan Pertama). CV Andi Offset.
- [46] Nugraha, C. A., & Sari, F. P. (2020). Pengaruh Disiplin Kerja Terhadap Kinerja Karyawan (Studi Pada PT Infomedia Solusi Humanika Bandung Divisi Inbound Call Center. *Jurnal Mitra Manajemen*, 4(3), 352–362. <https://doi.org/https://doi.org/10.52160/ejmm.v4i3.354>
- [47] Nur, I. (2024). The Influence of Leadership Style, Motivation, and Work Discipline on the Performance of Employees in the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (BPN - National Land Agency). *International Journal of Multicultural and Multireligious Understanding*, 11(2), 156. <https://doi.org/10.18415/ijmmu.v11i2.5414>
- [48] Polewangi, Y. D., Munthe, S., & Nainggolan, M. (2023). Perancangan Balance Scorecard Untuk Mengukur Kinerja Karyawan Pada Bagian Produksi di PT.X. *Jurnal Manajemen Rekayasa Dan Inovasi Bisnis*, 1(1), 72–81.
- [49] Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69–85. <https://doi.org/10.1177/2278533716671630>
- [50] Prasetyo, A. P., Anggadwita, G., Dewi, N. A., & Istitania, R. (2020). Does work-life balance mediate the relationship between HR practices and affective organisational commitment Perspective of a telecommunication industry in Indonesia. *International Journal of Learning and Intellectual Capital*, 17(2), 103–123. <https://doi.org/10.1504/IJLIC.2020.108878>

- [51] Purnomo, A. K. (2022). *Manajemen Sumber Daya Manusia: Teori dan Aplikasinya* (Cetakan Pertama). Alfabeta Bandung.
- [52] Purwohedi. (2022). *Metode Penelitian Prinsip Dan Praktik* (R. A. Sukses, Ed.; Cetakan Kedua). Raih Asa Sukses.
- [53] Qurbani, D., & Melisa. (2023). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja Terhadap Kinerja Pegawai Kantor Desa Pisangan Jaya Kabupaten Tangerang. *Jurnal Pemasaran, Keuangan, Dan Sumber Daya Manusia*, 3(3), 449–459. <https://doi.org/10.32493/j.perkusi.v3i3.32375>
- [54] Ramadhan, M. (2021). Pengaruh Kompensasi, Motivasi, Lingkungan, Gaya Kepemimpinan, Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Ilmu Dan Riset Manajemen*, 9(12), 1–24.
- [55] Ramadhani, M. A., & Indawati, N. (2021). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Otonomi Kerja. *Jurnal Ilmu Manajemen*, 9(3), 1101–1112. <https://doi.org/https://doi.org/10.26740/jim.v9n3.p1101-1112>
- [56] Ratih Hanawidjaya, R., Sumiati, N., & Afiahtul Barokah, R. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Pada PT. Niaga Nusa Abadi Subang. *Jurnal Economina*, 1(2), 203–218. <https://doi.org/https://doi.org/10.55681/economina.v1i2.51>
- [57] Rinjani, R., Rahwana, K. A., & Asyiah, A. K. (2024). The Influence Of Leadership Style And Work Discipline On Employee Performance (Census Of Civil Servants At The Department Of Cooperatives, Micro, Small And Medium Enterprises, Industry And Trade, Tasikmalaya City) Pengaruh Gaya Kepemimpinan Dan Disiplin Kerja Terhadap Kinerja Pegawai (Sensus Pada Pegawai Negeri Sipil Dinas Koperasi, Usaha Mikro, Kecil dan Menengah Perindustrian dan Perdagangan Kota Tasikmalaya). *Journal of Management, Economic, and Accounting*, 3(2), 441–454. <https://doi.org/https://doi.org/10.37676/jmea.v3i2.486>
- [58] Rino, Yuniarsih, T., Suwatno, Kusnendi, & Syahrizal. (2020). *Perilaku Organisasi: Memahami Perilaku Kewargaan Organisasional untuk Kinerja Unggul* (Cetakan Kesatu). PT Refika Aditama.
- [59] Rivai, V. (2011). *Manajemen Sumber Daya Manusia untuk Perusahaan : Dari Teori ke Praktek*.
- [60] Robbins, S. P., & Judge, T. A. (2018). *Essentials of Organizational Behavior* (Essex, Ed.; 14th ed.). Pearson.
- [61] Robbins, S. P., & Judge, T. A. (2024). *Organizational Behavior Global Edition* (19th Edition). Pearson Education Limited.
- [62] Rokhman, F., Bahiroh, E., & Maria, V. (2022). The Effect Of Transformational Leadership Style Work Motivation And Work Discipline On Employee Performance At The Health Office Of Serang District. *Jurnal Pengabdian Kepada Masyarakat*, 2(4), 4673–4682. <https://doi.org/https://doi.org/10.53625/jabdi.v2i4.3236>
- [63] Rosalina, M., & Wati, L. N. (2020). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Dan Dampaknya Terhadap Kinerja Karyawan. *EKOBIS: Ekonomi, Bisnis & Manajemen*, 10(1), 18–32. <http://ejournal.stiemj.ac.id/index.php/ekobis18>
- [64] Sanjaya, R. A., Susita, D., & Wahono, P. (2024). The Influence of Transformational Leadership Style and Work Discipline on Employee Performance With Work Motivation as a Mediation Variable. *International Journal of Education and Life Sciences (IJELS)*, 2(7), 946–971. <https://doi.org/10.59890/ijels.v2i7.2338>
- [65] Santika, R., Ridwan, T., Harsela, C. N., & Farizki, R. (2023). The Effect of Leadership Styles and Organizational Culture on Employee Performance at PT Muda Kaya Mendunia (MKM). *Quality - Access to Success*, 24(196), 69–74. <https://doi.org/10.47750/QAS/24.196.09>
- [66] Sasongko, I. W., & Anggiani, S. (2023). Analisis Pengaruh Perilaku Organisasi dan Kepemimpinan Dalam Memperlancar Tujuan Suatu Organisasi. *Journal of Applied Business and Economic (JABE)*, 10(2), 239–251. <https://doi.org/http://dx.doi.org/10.30998/jabe.v10i2.21224>
- [67] Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (Seventh edition). John Wiley & Sons Ltd. www.wileypluslearningspace.com

- [68] Sholihin, M., & Ratmono, D. (2021). *Analisis SEM-PLS dengan WarpPLS 7.0 untuk Hubungan Nonlinier dalam penelitian Sosial dan Bisnis* (E. Andwiatwoni, Ed.; Cetakan Pertama). CV Andi Offset.
- [69] Silaen, N. R., Syamsuriansyah, Chairunnisah, R., Sari, M. R., Mahriani, E., Tanjung, R., Triwardhani, D., Haerany, A., Masyuroh, A., Satriawan, D. G., Lestari, A. S., Arifudin, O., Rialmi, Z., & Putra, S. (2021). *Kinerja Karyawan* (Cetakan Pertama). Widina Bhakti Persada Bandung. <https://etheses.uinsgd.ac.id/40781/1/Kinerja%20Karyawan%202%20Cetak.pdf>
- [70] Sinambela, L. P. (2019a). *Manajemen Sumber Daya Manusia: Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja* (Suryani & R. Damayanti, Eds.; Cetakan keemapt). PT. Bumi Aksara.
- [71] Sinambela, L. P. (2019b). *Manajemen Sumber Daya Manusia Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja* (Suryani & D. Restu, Eds.; Cetakan 4). Bumi Aksara.
- [72] Sudaryono. (2017). *Pengantar Manajemen: Teori dan Kasus* (Cetakan Pertama). CAPS (Center for Academic Publishing Service).
- [73] Sugiono, & Setiyawami. (2022). *Metode Penelitian Sumber Daya Manusia (Kuantitatif, Kualitatif, dan Studi Kasus)* (A. Nuryanto, Ed.; Cetakan Pertama). Alfabeta.
- [74] Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta Bandung.
- [75] Suharman, H., Hapsari, D. W., Hidayah, N., & Saraswati, R. S. (2023). Value chain in the relationship of intellectual capital and firm's performance. *Cogent Business and Management*, 10(1), 1–18. <https://doi.org/10.1080/23311975.2023.2199482>
- [76] Sujarweni, V. W. (2021). *Metodologi Penelitian Bisnis dan Ekonomi* (Cetakan Pertama). Pustaka Baru Press.
- [77] Surawijaya, A., Widiyanti, M., Yusuf, M., & Hadjri, M. I. (2023a). Impact Of Transformational Leadership Style And Work Discipline On Employee performance In The Regional Revenue Agency Of South Sumatra Province. *International journal of humanities, literature & arts*, 6(1), 34–39. <https://doi.org/10.21744/ijhla.v6n1.2211>
- [78] Surawijaya, A., Widiyanti, M., Yusuf, M., & Hadjri, M. I. (2023b). The Impact Of Transformational Leadership Style And Work Discipline On Employee Performance In The Regional Revenue Agency Of South Sumatra Province. *International Journal of Humanities, Literature & Arts*, 6(1), 34–39. <https://doi.org/10.21744/ijhla.v6n1.2211>
- [79] Suwanto, H., & Priansa, D. J. (2018). *Manajemen Sumber Daya Manusia dalam Organisasi Publik dan Bisnis*. Alfabeta.
- [80] Syamsuddin, R. A., & Susanti, F. (2023). The Impact of Leader's Authority and Work Fulfillment on Work Performance. *International Journal of Indonesian Business Review*, 2(1), 96–103. <https://doi.org/10.54099/ijibr.v2i1.521>
- [81] Tagscherer, F., & Carbon, C. C. (2025). The role of transformational leadership in navigating digital servitization. *Sustainable Technology and Entrepreneurship*, 4(2), 1–12. <https://doi.org/10.1016/j.stae.2025.100098>
- [82] Usman. (2020). *Kepemimpinan efektif (Teori, Penelitian, dan Praktif)*. Bumi Aksara.
- [83] Wardiah, M. L. (2016). *Teori Perilaku dan Budaya Organisasi* (Cetakan Pertama). CV Pustaka Setia.
- [84] Widyaputri, P., & Sary, F. P. (2022). Digital Leadership And Organization Communication Toward Millennial Employees in A Telecommunication Company. *Corporate Governance and Organizational Behavior Review*, 6(4), 157–167. <https://doi.org/10.22495/cgobrv6i4p15>
- [85] Wijayaningsih, R. (2021). *Manajemen Sumber Daya Manusia Sebagai Sebuah Sistem dan Strategi Manajemen dalam Organisasi* (R. Wijayaningsih, Ed.; Cetakan Pertama). Halaman Moeka Publishing.
- [86] Yaniawati, P., & Indrawan, R. (2024). *Metodologi Penelitian Konsep, Teknik, Dan Aplikasi* (Rachmi, Ed.; Cetakan Pertama). Refika Aditama.
- [87] Yuliani, I. (2023). *Manajemen Sumber Daya Manusia* (Alfitri, Ed.; Cetakan ke-1). PT RajaGrafindo Persada. <http://repository.uinsi.ac.id/handle/123456789/3108>

- [88] Zhao, Z., Saidin, K., & Jaafar, F. M. (2025). The Influence of Transformational Leadership on Teacher Job Performance. *Indian Journal of Information Sources and Services*, 15(1), 332–344. <https://doi.org/10.51983/ijiss-2025.IJISS.15.1.43>
- [89] Zulkifli, Susita, D., & Yohana, C. (2023). The influence of leadership style and work discipline on employee performance with work motivation as an intervening variable in the case study of nurses at Persahabatan Hospital. *Asian Journal of Management Entrepreneurship and Social Science*, 4(3), 669–687. <https://ajmesc.com/index.php/ajmesc>