



## Improving employee performance with transformational leadership style and work motivation through work discipline variable intervening at PT Adis Dimension Footwear

Karsikah<sup>1</sup>, Agus David Ramdansyah<sup>2</sup>, Lutfi<sup>3</sup>, Imam Sofi<sup>4</sup>

<sup>1,4</sup>Faculty of Economics and Business, Universitas Pamulang

<sup>2,3</sup>Faculty of Economics and Business, Universitas Sultan Ageng Tirtayasa

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### ABSTRACT

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This study aims to examine and analyze ways to enhance employee performance, investigate a conceptual model, and fill a research gap on transformational leadership style and work motivation through work discipline at PT Adis Dimension Footwear Balaraja-Tangerang Stockfit division. This study employs a causal approach and a descriptive quantitative method. This study used a sample of 190 respondents and focused on the PT Adis Dimension Footwear Balaraja-Tangerang Stockfit division. An interval scale of 1 to 10 was used to measure questionnaire responses. Software called SmartPLS Version 4.0 was used to evaluate the data. The study's findings indicate that: 1. According to the study's findings, transformational leadership significantly impacts employee performance. 2) Employee performance is significantly impacted by job motivation. 3. Work discipline is significantly impacted by transformational leadership. 4. Job discipline is significantly impacted by job motivation. 5. Employee performance is significantly impacted by work discipline. 6. The Impact of a transformative leadership style on staff performance is mediated by work discipline. 7. The relationship between work motivation and employee performance is mediated by work discipline.

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#### Corresponding Author:

Karsikah,  
Fakultas Ekonomi dan Bisnis, Program Studi Manajemen, Universitas Pamulang  
Universitas Pamulang, Serang Banten, 42183  
Email: [Karsikah23@gmail.com](mailto:Karsikah23@gmail.com)

### 1. INTRODUCTION

Employee performance in companies, especially in the footwear industry, such as PT Adis Dimension Footwear, is essential for the company's success in a competitive environment. One of the most influential approaches in improving employee performance is applying transformational leadership styles. Transformational leadership effectively increases employee motivation and engagement, which can contribute significantly to their productivity and performance in the workplace (Asbari *et al.*, 2020; Cahyandani, 2021; Prabowo & Muafi, 2021). Improving employee performance is a crucial issue in companies that operate in an era of globalization and fierce industrial competition. Especially at PT Adis Dimension Footwear, a company that focuses on the footwear industry, good employee performance impacts operational efficiency and the image and

competitiveness of products in the market (Veliando & Yanuar, 2021). However, amid the ever-changing industry dynamics, companies often face challenges in motivating and encouraging employees to give their best in their jobs. Therefore, it is important to implement an appropriate leadership style and effective motivational strategy to empower employees (Ekhsan & Setiawan, 2021; Muklis *et al.*, 2022). Performance is basically a clear action shown by each individual, such as the results of activities obtained by an employee with his role in a group or company (Haryadi, 2022). Performance describes the outcome of a specified activity to achieve a specific goal. On the other hand, performance indicates the level at which an individual, group, or institution can complete work in quantity and quality (Kambara *et al.*, 2023).

Transformational leadership has become one of the most widely applied approaches in improving employee performance. This leadership style involves the leader's ability to inspire and motivate employees to contribute more deeply to achieving organizational goals (Seljemo *et al.*, 2020). Transformational leadership can create a positive work environment, which contributes to increased employee motivation and performance (Zulkarnaen *et al.*, 2020). Work discipline interventions can also be key variables facilitating the relationship between effective leadership styles and improved employee performance (Cahyandani, 2021). Transformational leadership involves the leader's ability to inspire and motivate followers to achieve higher goals, provide emotional support, and create a shared vision (Asbari *et al.*, 2020). Research shows that transformational leaders can create a positive work environment where employees feel valued and encouraged to contribute more, thus impacting performance improvement. Applying transformational leadership improves employee performance by supporting aspects of the work environment and digital technology (Zamilah, 2024). Salah satu faktor yang dapat meningkatkan kinerja karyawan yakni dengan memiliki pemimpin yang efektif, kepemimpinan yang efektif yakni dengan gaya kepemimpinan transformasional. Transformational leadership style is attitude and character; followers' behavior is happy with the technique of showing. It can influence the work (Nugroho *et al.*, 2020). Kepemimpinan transformasional merupakan pendekatan kepemimpinan dengan melakukan upaya mengganti pemahaman, membangkitkan antusiasme serta mengilhami anak buah ataupun kelompok-kelompok untuk menghasilkan upaya ekstra dalam menggapai tujuan kelompok, tanpa merasa tertekan ataupun terhimpit (Haryadi *et al.*, 2021).

Work motivation is also an important factor that affects employee performance. Employees who feel motivated will try harder and commit to the task at hand (Prabowo & Muafi, 2021). Research (Idris *et al.*, 2022). In his research, it was stated that *work motivation* significantly affects employee performance. Work motivation can improve the performance of the employees of the development company. These results mean that employee performance makes a real contribution to improving employee performance. A study on research (Prastiwi *et al.*, 2022) states that work motivation significantly affects employee performance. In the results of his research, he explained that the higher *the work motivation*, the higher the employee's performance. Opinion (Miskiani & Bagia, 2020) states that if work motivation and Discipline are high, employee performance will also be high. Work motivation also encourages efforts to satisfy desires or goodness (enthusiasm refers to desires and efforts to give desires or goals) (Megawati *et al.*, 2022). In the context of PT Adis Dimension Footwear, the importance of facilitating employee work motivation cannot be ignored, as this is directly related to the team's success in meeting production targets and set quality standards (Rahmat & Wahyuningtyas, 2022). The combination of transformational leadership and work motivation has a significant positive impact on employee performance, which shows the need to harness this linkage in management strategies (Wu & Lee, 2020).

However, despite a broad understanding of the relationship between leadership and work motivation to performance, mediating variables such as work discipline have

often been overlooked in previous studies. Work discipline is an important aspect that can affect how employees implement the motivation they have in their daily work. In the context of PT Adis Dimension Footwear, the application of good work discipline not only helps manage work time and responsibilities, but it also creates a work culture that is conducive to better performance achievement (Hustia, 2020; Muklis *et al.*, 2022). Good work discipline can serve as a bridge to achieving better employee performance through work motivation. In other words, even with transformational leadership and high work motivation, employee performance can still be hampered if work discipline is not maintained. Therefore, it is important to analyze how work discipline can be integrated into employee performance improvement models through transformational leadership and motivation (Jaspin *et al.*, 2021; Udin, 2023).

This study explores the relationship between transformational leadership style, work motivation, and work discipline in improving employee performance at PT Adis Dimension Footwear. By understanding and analyzing these factors, it is hoped that this research can contribute to developing more effective managerial strategies for improving employee performance. This research also tries to provide a deeper understanding of the complexity of the interactions between various factors that affect performance in the footwear industry and create a model that can be adapted by other companies facing similar challenges (Rahmat & Wahyuningtyas, 2022).

The relationship between the three variables of transformational leadership, work motivation and work discipline, the three variables are interrelated and contribute to the improvement of employee performance. Inspiring leadership triggers motivation, while work discipline serves as an amplifier that ensures that that motivation can translate into better performance. This research can provide valuable insights for managerial practices in labor-intensive sectors. A positive work culture and flexible hierarchical structure support the effectiveness of transformational leadership styles and the application of work discipline. Both play an important role in creating an environment that supports the improvement of employee performance at PT Adis Dimension Footwear.

## 2. RESEARCH METHOD

The author uses a descriptive quantitative procedure with a causal approach. Causal procedure is research that seeks explanations in the form of relationships, effects, consequences and cause-effect effects as concepts or as aspects or strategies designed in management science (Ferdinand, 2014: 7). The author uses a cause-and-effect procedure used to strengthen the assumption of efforts to improve employee performance with the effectiveness of transformational leadership styles and the suitability of work motivation mediated by work discipline. The author observes aspects specifically related to the problem that are examined further, resulting in information that supports it to be processed and analyzed.

The population in this study is employees of PT *Adis Dimension Footwear* Stockfit Division located on Jalan Raya Serang KM 24, Balaraja-Tangerang. Starting from Managers, Supervisors, Team members, and Team Leaders, totaling 509. Thus, the sample in this study is employees of PT—*Adis Dimension Footwear Stockfit* Division Balaraja – Tangerang, which totaled 190 respondents. The data sources used in this research are divided into two types, namely primary data and secondary data. This data collection method consists of interviews, questionnaires, and literature studies. The data was analyzed using SmartPLS software Version 4.0. Using the proportional sampling method, each job category gets a balanced representation according to their proportion in the population. This ensures that the research results reflect the views and experiences of all levels of work, which can improve the validity and reliability of the research findings. This method provides an accurate picture of the overall population, allowing for a more precise analysis of the factors that affect performance at PT Adis Dimension Footwear. The systematic and theory-based questionnaire preparation process ensures

that the resulting instrument has strong construct validity, so that it can provide accurate and relevant data for further analysis in research.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Validity Test of Research Instruments

The first step in this study is to test the data of the research questionnaire that the author compiled on Microsoft Excel. In *Partial Least Squares* (PLS), the measurement model or *outer model* with reflective indicators is evaluated with *convergent validity* and *discriminant validity* of the indicator and *composite reliability* for the indicator block. Before conducting a hypothesis test, it is necessary to conduct a validity test to show how well an instrument, technique, or process measures a concept; this study was carried out on 190 respondents. The validity test is carried out by looking at *convergent* and *discriminant validity values*. The following is the result of the validity test, which can be seen in image.

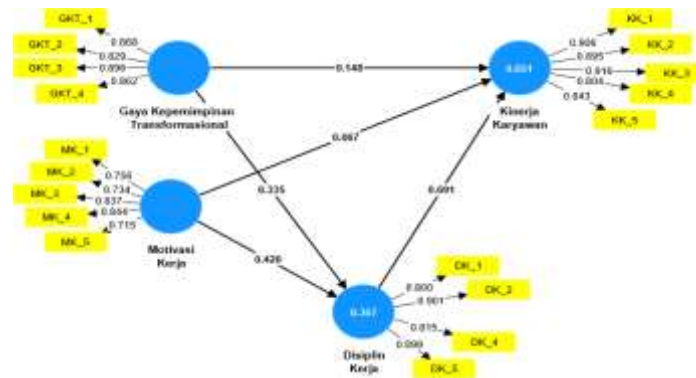


Figure 1. Test Outer Research Model

Source: primary data processed and developed in the 2025 research

Figure 1 shows that in the test, all variables from each indicator have a *loading factor* value of > 0.70, so they can meet the validity criteria. According to (Ghozali & Latan, 2015: 74), the indicator is declared valid if each indicator has a *loading factor* value > 0.70. In addition to looking at the value of the *loading factor*, *convergent validity* can also be seen from the value of the *Average Variance Extracted* (AVE), which must be greater than 0.50 (Chin *et al.*, 2020; Ghozali. I & Latan. H, 2015; Sarstedt *et al.*, 2020). In this model, the AVE value of each variable is > 0.50.

#### 3.2 Reliability Test

After conducting a validity test, the next step is the reliability test. This reliability test is carried out to prove the instrument's accuracy, consistency, and reliability in measuring variables. To measure variable reliability, it can be done in two ways, namely with *Cronbach's alpha* and *composite reliability* or what is often called *Dillon Goldstein's Rule of Thumb* which can be used to assess the reliability of variables, which is > 0.70 (Ghozali. I & Latan. H, 2015: 75 - 77). The results of the reliability test can be seen in Figure 3.1 below:

Table 1. Cronbach's Alpha and Composite Reliability Values

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Work Discipline	0,876	0,876	0,916	0,731
Transformational Leadership Style	0,887	0,905	0,922	0,747
Employee Performance	0,922	0,927	0,942	0,764

Work Motivation	0,837	0,845	0,885	0,607
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Source: Smart PLS data processing version 4.0

Table 1 shows the reliability test results showing that *Cronbach's Alpha* and *Composite Reliability* of all variables have a > value of 0.70. Thus, it can be concluded that all variables are reliable or meet the reliability test. In addition to looking at the value of the *loading factor*, *convergent validity* can also be seen from the *Average Value Extracted (AVE)*, which must be greater than 0.50 (Ghozali & Latan, 2015: 74). In this model, the AVE value of each variable is above 0.50.

### 3.3 Test the Structure of the Model (*Inner Model*)

After the research model passes the measurement test, it is necessary to conduct further testing, namely *the inner model*, to determine the magnitude of the relationship (attachment) between the variables stated in the hypothesis. The *first internal model* or *structural* model testing is carried out by looking at the *R-Square* value presented in Table 2.

Table 2 Square Value

Variable	R-square	R-square adjusted
Work_Discipline	0,367	0,360
Employee_Performance	0,651	0,645

Source: Smart PLS data processing version 4.0

According to (Cepeda-Carrion et al., 2019; Ghozali. I & Latan. H, 2015), it is interesting to note that in the *R-Square* measurement, there are three categories, namely strong (0.75), medium (0.50), and weak (0.25). From Table 4.14, *the R-squared* value on the employee performance variable is 0.651, which means it is included in the medium category. This result means that employee performance is influenced by 65.1% by transformational leadership style, work motivation, and work discipline, and the remaining 34.9% is influenced by other variables that were not included in this study. The *R-squared* value of the work discipline variable is 0.367, which means it is in the medium category. This result means that work discipline was influenced by 36.7% by transformational leadership style and work motivation, and the remaining 63.3% was influenced by other variables that were not included in this study. With an  $R^2$  of 0.651, it has a strong basis for formulating a performance improvement strategy. Focusing on the dominant factors that are most influential will help in optimizing efforts and resources to achieve better results in employee performance.

### 3.4 Hypothesis Testing

This study's direct influence hypothesis was tested by looking at the acquisition of *T-statistics* and *P-values*. The *T Statistic* and *P Values* in *SmartPLS* are carried out through a *bootstrapping* process on proven valid and reliable models. The hypothesis result is stated to be accepted if the *Statistical T value* > *T table* (1.960) or *P values* < 0.05 (Hair et al., 2020). Hasil tersebut dapat dilihat pada gambar di bawah ini.

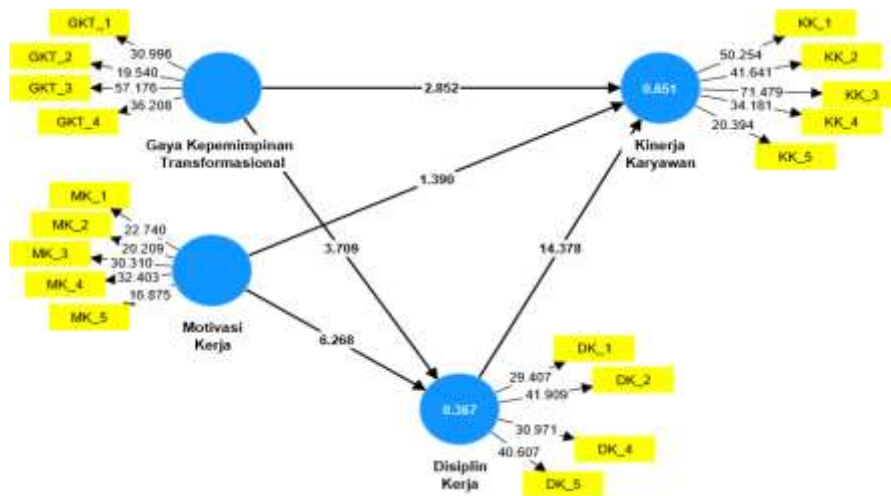


Figure 2 Test Result Bootstrapping Direct Effect  
 Source: SmartPLS 4.0 output processed 2025

For more specifics, the author can display it by making a table, as shown below :

Table 3. Direct/Indirect Effect Bootstrapping Test Results

Direct/Indirect Effect				
Hipotesis	Hubungan Antar Variabel	Original Sample	T Statistic	P Values
H <sub>1</sub>	Transformational Leadership Style → Employee Performance	0.148	2.852	0.004
H <sub>2</sub>	Work Motivation → Employee Performance	0.067	1.390	0.165
H <sub>3</sub>	Transformational Leadership Style → Work Discipline	0.335	3.709	0.000
H <sub>4</sub>	Work Motivation → Work Discipline	0.420	6.268	0.000
H <sub>5</sub>	Work Discipline → Employee Performance	0.691	14.378	0.000
H <sub>6</sub>	Transformational Leadership Style → Work Discipline → Employee Performance	0.232	3.727	0.000
H <sub>7</sub>	Work Motivation → Work Discipline → Employee Performance	0.290	5.806	0.000

Source: SmartPLS 4.0 output processed 2025

From the following picture, the table above shows the results of the Bootstrapping test with SmartPLS version 4.0 can be explained, including the following: Hypothesis 1: This study shows that transformational leadership influences employee performance.

Based on the results of bootstrapping testing with SmartPLS 4.0, the effect of transformational leadership style on employee performance obtained a statistical T value of 2,852 > from the T table (1.960) and P values (0.004) < sig (0.05). Thus, according to the hypothesis formulated by the author, the first hypothesis is accepted, which states that transformational leadership styles significantly influence employee performance.

Hypothesis 2: Work motivation has a significant influence on employee performance. Based on the results of the bootstrapping test, the effect of work discipline on employee performance was obtained with a statistical T value of 1,390 < from the T table (1,960) and P values (0.165) > sig (0.05). Thus, it can be concluded that the second hypothesis is rejected, which states that work motivation has no significant influence on employee performance.

Hypothesis 3: Transformational leadership styles have a significant influence on work discipline. Based on the results of the bootstrapping test, the effect of transformational leadership style on work discipline obtained a statistical T value of

3,709 > from the T table (1,960) and *P values* (0.000) < sig (0.05). Thus, it can be concluded that a third hypothesis is accepted, which states that transformational leadership styles significantly influence work discipline. The higher the effectiveness of the transformational leadership style, the higher the work discipline.

Hypothesis 4: Work motivation has a significant influence on work discipline. Based on the results of *the bootstrapping test*, the effect of work motivation on work discipline was obtained a *statistical T value* of 6,268 > from the T table (1,960) and *P values* (0,000) < sig (0.05). Thus, it can be concluded that the fourth hypothesis is accepted, which states that work motivation significantly influences work discipline. The higher the work motivation, the higher the work discipline.

Hypothesis 5: Work discipline has a significant influence on employee performance. Based on the results of *the bootstrapping test*, the effect of work discipline on employee performance was obtained with a *statistical T value* of 14,378 > from the T table (1,960) and *P values* (0.000) < sig (0.05). Thus, it can be concluded that the fifth hypothesis is accepted, which states that work discipline significantly influences employee performance. The higher the work discipline, the higher the employee's performance.

Hypothesis 6: Work discipline mediates the Influence of transformational leadership styles on employee performance. Based on the results of *the bootstrapping test*, the *statistical T value* was obtained > 3,727 from the T table (1,960) and *P values* (0.000) < sig (0.05). Thus, according to the author's formulation, the sixth hypothesis is accepted, which states that work discipline mediates the Influence of transformational leadership styles on employee performance. Work discipline is also needed to improve employee performance. Work discipline can influence the transformational leadership styles and employee performance.

Hypothesis 7: Work discipline mediates the Influence of work motivation on employee performance. Based on *the results of the bootstrapping test*, the *statistical T value* was 5,806 > from the T table (1,960) and *P values* (0.000) < sig (0.05). Thus, according to the author's formulation, the seventh hypothesis is accepted, which states that work discipline mediates the Influence of work motivation on employee performance. Work discipline is also needed to improve employee performance. Work discipline can influence work motivation and employee performance.

Furthermore, the position of the two relationships' mediation variables is to determine whether there is no mediation (zero mediation), partial mediation, or complete mediation (full mediation). The rule of thumb in VAF (variance accounted for), according to (Kock, 2018; Nitzl et al., 2016; Sarstedt et al., 2020) If the VAF is less than 20%, then there is no mediation (zero mediation); if the VAF is more than 20%, then there is mediation. Less than 75% can be characterized as partial mediation, and VAF more than 75% shows complete mediation. The results of this study can be seen in Table 4.14 below:

Table 4. The Influence of Mediation	
Mediation Test 1	
The Influence of Transformational Leadership Style on Employee Performance Through Work Discipline	
Direct Influence (a)	: 0.148
Indirect Influence (b)	: 0.232
Total Impact (c)	: 0.380
VAF (b/c)	: 0.6105
Percent	: 61.05%
Mediation Test 2	
The Effect of Work Motivation on Employee Performance Through Work Discipline	
Direct Influence (a)	: 0.067
Indirect Influence (b)	: 0.290
Total Impact (c)	: 0.367
VAF (b/c)	: 0.7901

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Percent : 79.01%  
Source: SmartPLS 4.0 output processed 2025

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Table 3.5 shows that mediation 1 gives a VAF value of 61.05%, which means that the relationship between the Influence of transformational leadership style on employee performance mediated by work discipline is *partial mediation* (>20%). Meanwhile, mediation 2 gave a VAF value of 79.01%, which means that the relationship between the Influence of work motivation on employee performance mediated by work discipline was *Full Mediation* (>75%). The rejection of the direct influence of work motivation on employee performance can be explained by considering motivation theory, the role of mediation and moderation variables, and the specific context of the study. Comparisons with other studies highlight the importance of considering contextual and methodological factors in understanding the relationship between motivation and performance.

#### 4. CONCLUSION

The following authors describe the conclusions of this study. The significant Influence of transformational leadership style on employee performance means that the more effective the transformational leadership style is, the more employee performance will improve. Work motivation does not significantly affect employee performance, which is not in accordance with the hypothesis proposed by the author in the previous chapter. The significant Influence of transformational leadership style on work discipline means that the more effective the transformational leadership style is, the more work discipline will improve. Work motivation has a significant influence on work discipline, meaning that the higher the work motivation, the higher the work discipline. Work discipline significantly influences employee performance, meaning that the higher the work discipline, the higher the employee performance. Work discipline can mediate the Influence of transformational leadership style on employee performance; Work discipline can be used as a mediator and be a factor in improving employee performance. This Influence can be characterized as partial mediation. Work discipline can mediate the Influence of work motivation on employee performance; work discipline can be a dominant factor in improving employee performance. This Influence can be characterized as complete mediation. The practical implications of these findings emphasize the importance of a more comprehensive approach in designing incentive systems. By considering mediating factors and creating a supportive environment, organizations can increase motivation and, ultimately, employee performance more effectively. With the right adjustment of variables and methodologies, conceptual models can be tested and further developed in a variety of industry contexts. This will not only strengthen the understanding of the relationship between leadership, motivation, and performance, but it can also provide useful insights for managerial practice across a wide range of sectors.

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