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Transformational Leadership As A Predictor Of Employee Work Discipline At Perum Damri Gorontalo Branch

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Abstract

This study aims to determine the influence of transformational leadership on employee work discipline at the Gorontalo branch of Perum DAMRI. The study employs a quantitative method, with data collected through observation, interviews, questionnaires, and documentation, involving 31 employees as the sample (using a saturated sampling technique). Data analysis techniques include validity and reliability testing, classical assumption testing, simple linear regression analysis, t-testing, and the determination of the coefficient of determination, all performed using SPSS software. The results indicate that transformational leadership has a positive and significant effect on work discipline (t-calculated 5.626 > t-table 1.699; sig. 0.000 < 0.05), with a coefficient of determination (R-squared) of 52.2% regarding the variance in work discipline. The remaining 47.8% is influenced by other factors not examined in this study, such as work motivation, compensation systems, the work environment, and organizational culture. Enhancing the application of transformational leadership will lead to a higher level of employee work discipline.

Keywords: transformational leadership, work discipline, Perum DAMRI

INTRODUCTION

Human resources are the primary element for the sustainability of an organization including state-owned enterprises (BUMN), which, under Law Number 19 of 2003, play a strategic role in supporting the national economy and serving the public. An organization's success is determined not only by capital and technology but also by the quality of the human resources who carry out its operations. (Setyoningrum & Abdullah, 2024). Such quality is not measured solely by technical competence; it is also reflected in employees' work behavior, one aspect of which is work discipline. Work discipline reflects the level of adherence to regulations, as well as the commitment to carry out tasks in accordance with organizational requirements (Simatupang et al. 2021).

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According to Hasibuan (in Husein et al. 2025), Work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms, with indicators in the form of attendance, compliance with work regulations, and compliance with work standards (Hasibuan in Semarang et al. 2024). Ahmad (2021) explains that work culture is a set of values, norms, and rules that individuals feel in an organization, and Asi et al. (2021) added that these norms encompass punctuality, attendance discipline, and the execution of tasks. Furthermore, Biki et al. (2026) Biki et al. (2026) indicate that the work environment has a significant influence on employees' work readiness and comfort.

One of the factors that influence work discipline is leadership, as leaders play a role in directing, motivating, and shaping the work behavior of employees. Yantu (2021) It is shown that leadership style plays a role in the relationship between leaders and subordinates, as well as in guiding subordinates to carry out organizational tasks. Among the various styles, transformational leadership is considered highly influential because it emphasizes vision, motivation, and working relationships built on trust and inspiration. This style focuses on a leader's ability to influence the values, attitudes, and behaviors of employees, while elevating the motivation and morality of both the leader and their followers to a higher level. (Wuryaningrat et al. 2024). In line with this, Mendo et al., (2026) confirms that transformational leadership can encourage strong psychological and motivational mechanisms in employees. Through role modeling and internalization of work values, employees are encouraged to comply with rules, and (Rasyid et al. 2020) shows a positive and significant influence on employee work discipline.

Based on actual conditions in the field, the standard work requirements for employees in the technical department at the Gorontalo Branch of Perum DAMRI are outlined in the following table:

Table 1.1 Recapitulation Table of Control Points (TCP) for Technical (Mechanical) Staff, Period: August–October 2025

No	Activity	Target	Actual		
			Agust	September	October
1.	Compliance with fleet maintenance procedures	100%	73,3%	73,3%	78,3%
2.	Compliance in the execution of repairs	100%	73,3%	75%	76,7%
3.	Compliance in preventing operational errors	100%	71,7%	75%	78,3%

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4.	Compliance with company regulations	100%	78,3%	76,7%	76,7%

Source: Perum DAMRI, Gorontalo Branch, 2025

Based on Table 1.1, none of the work standard indicators for the technical department have reached the 100% target, with actual performance ranging only between 71.7% and 78.3% from August to October 2025. This situation indicates that work discipline among technical department employees is not yet optimal, as reflected by an inconsistency in the execution of tasks in accordance with operational standards.

In addition, an overview of the attendance levels for all employees can be seen in the following table :

Table 1.2 Summary of Employee Attendance at Perum DAMRI, Gorontalo Branch, for the Period of August–October 2025

No	Month	Number of Working Days	Number of employees	Too late (perhaps)	Not present	Total Attendance	Percentage
1.	Agust	30	31	160	69	229	24,62%
2.	September	30	31	165	50	215	23,12%
3.	October	31	31	159	62	221	23,00%

Source: Perum DAMRI, Gorontalo Branch, 2025

Based on Table 1.2, the total number of attendance-related issues reached 229 (24.62%) in August, consisting of 160 instances of tardiness and 69 absences. In September, there were 215 such instances (23.12%), comprising 165 cases of tardiness and 50 absences, while in October, there were 221 instances (23.00%), consisting of 159 cases of tardiness and 62 absences. The high frequency of tardiness and absenteeism over three consecutive months indicates that employee work discipline is not yet optimal and requires management's attention.

Previous research, such as Rasyid et al. (2020) dan Hikmanudin et al. (2024), was conducted within the context of other organizations and does not yet reflect state-owned enterprises (BUMN) in the transportation sector at the regional branch level. Therefore, this study aims to analyze the influence of transformational leadership on employee work discipline at the Gorontalo branch of Perum DAMRI.

RESEARCH METHODS

This study employs a quantitative approach. The research was conducted at the Gorontalo branch of Perum DAMRI, located on Jl. Palma, Huangobotu Village, Dungingi

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District, Gorontalo City. The population consists of all employees at the Gorontalo branch of Perum DAMRI, the sample size is equal to the total population 31 individuals selected using a saturated sampling technique.

Data collection methods included direct observation at the research site, interviews, the distribution of questionnaires to respondents, and documentation. The collected data were processed using the SPSS software, applying several analytical techniques: instrument validity and reliability testing, classical assumption testing, simple linear regression analysis, and hypothesis testing via the t-test and the coefficient of determination.

RESULTS AND DISCUSSION

Validity Test

According to Ghozali (2021), a validity test aims to determine whether a questionnaire is valid that is, whether the statement items are capable of measuring the intended variables. The test is conducted by comparing the calculated r-value with the r-table. With 31 respondents, the degrees of freedom df=29, resulting in an r-value of 0.3009 at a significance level of 0.05. A statement item is considered valid if the calculated r-value is greater than the r-table value otherwise, it is considered invalid. A summary of the test results is presented in the following table:

Table 1.3 Validity Test

Variable	Items	r-value	r-table	Explanation
Transformational Leadership (X)	X1	0.566	0.3009	Valid
	X2	0.385	0.3009	Valid
	X3	0.671	0.3009	Valid
	X4	0.389	0.3009	Valid
	X5	0.377	0.3009	Valid
	X6	0.653	0.3009	Valid
	X7	0.530	0.3009	Valid
	X8	0.516	0.3009	Valid
	X9	0.520	0.3009	Valid
	X10	0.592	0.3009	Valid
	X11	0.472	0.3009	Valid
	X12	0.537	0.3009	Valid
	X13	0.422	0.3009	Valid
	X14	0.358	0.3009	Valid
	X15	0.554	0.3009	Valid
	X16	0.396	0.3009	Valid

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Variable	Items	r-value	r-table	Explanation
	X17	0.459	0.3009	Valid
Work Discipline (Y)	Y1	0.621	0.3009	Valid
	Y2	0.573	0.3009	Valid
	Y3	0.541	0.3009	Valid
	Y4	0.480	0.3009	Valid
	Y5	0.489	0.3009	Valid
	Y6	0.613	0.3009	Valid
	Y7	0.584	0.3009	Valid
	Y8	0.568	0.3009	Valid
	Y9	0.671	0.3009	Valid
	Y10	0.459	0.3009	Valid
	Y11	0.453	0.3009	Valid
	Y12	0.634	0.3009	Valid
	Y13	0.370	0.3009	Valid
	Y14	0.455	0.3009	Valid
	Y15	0.502	0.3009	Valid
	Y16	0.363	0.3009	Valid

Source: SPSS data processing (2026)

Based on Table 1.3, all statement items for the variables of transformational leadership and work discipline have an r-calculated value greater than the r-table value (0.3009). Consequently, all items are considered valid, indicating that the instrument is suitable for use in collecting data for this study.

Reliability Test

Reliability testing is conducted by examining the Cronbach's Alpha value. A variable is considered reliable if its Cronbach's Alpha value is greater than 0.60 (Ghozali, 2021). The test results are presented in the following table:

Table 1.4 Reliability

Variale	Items	*Cronbach's Alpha*	Reliability Standards	Explanation
Transformational Leadership (X)	17	0,804	0,60	Reliabel
Work Discipline (Y)	16	0,822	0,60	Reliabel

Source: SPSS data processing (2026)

Based on Table 1.4, the Transformational Leadership variable (X) has a Cronbach's Alpha value of 0.804, and the Work Discipline variable (Y) has a value of

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0.822. According to the criteria (Ghozali 2021), both variables are considered reliable, as their Cronbach's Alpha values exceed the minimum threshold of 0.60.

Normality Test

According to Ghozali (2021), the normality test aims to determine whether the data originates from a normally distributed population. The Shapiro-Wilk method is used for this test, as it is effective for small sample sizes. If the significance value is > 0.05, the data is considered to be normally distributed; otherwise, it is not. The test results are presented in the following table:

Table 1.5 Normality Test

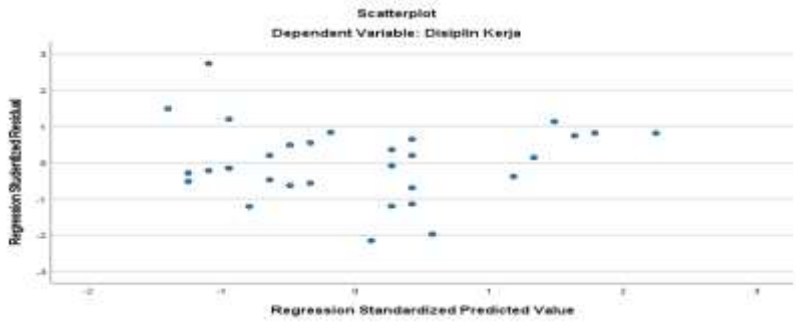
Tests of Normality						
	Kolmogorov-Smirnov[a]			*Shapiro-Wilk*		
	Statistic	df	Sig.	Statistic	df	Sig.
Transformational Leadership	0.116	31	.200*	0.939	31	0.077
Work Discipline	0.126	31	.200*	0.941	31	0.086

Source: SPSS data processing (2026)

Based on Table 1.5, the Shapiro-Wilk test results show a significance value of 0.077 for transformational leadership and 0.086 for work discipline. Both values are greater than 0.05, indicating that the data are normally distributed and meet the requirements for further analysis.

Heteroskedasticity Test

The heteroscedasticity test aims to determine whether the residual variances in a regression model differ across observations (Ghozali, 2021). This test is conducted using a scatterplot. If the data points are randomly distributed above and below the zero line on the Y-axis, then heteroscedasticity is not present. The results can be seen in the following figure:



Source: SPSS data processing (2026)

Figure 1.1 Heteroscedasticity Test Results (Scatterplot)

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Based on Figure 1.1, the data points are scattered randomly around 0 on the Y-axis, without forming any specific patterns such as a funnel shape, widening, or waving. This indicates that the residual variance remains relatively constant; therefore, the regression model does not exhibit heteroskedasticity.

Simple Linear Regression Analysis

Simple linear regression analysis is used to examine the influence of transformational leadership (X) on work discipline (Y), as well as to determine whether an increase or decrease in the independent variable affects the dependent variable. The results of the data processing using SPSS version 27 are presented in the following table:

Table 1.6 Simple Linear Regression Test Results

Coefficients[a]						
Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.046	8.946		1.794	0.083
	Transformational Leadership	0.714	0.127	0.722	5.626	0.000
a. *Dependent Variable*: Work Discipline						

Source: SPSS data processing (2026)

Based on Table 1.6, a constant value of 16.046 is obtained, which represents the level of work discipline when transformational leadership is zero. A regression coefficient of 0.714 indicates that for every one-unit increase in transformational leadership, work discipline will increase by 0.714 units. The positive coefficient indicates a direct (positive) relationship. The resulting regression equation is:

$$Y = a + bX$$

$$Y = 16{,}046 + 0{,}714X$$

This equation indicates that the higher the level of transformational leadership, the higher the employees' work discipline.

t-test (Partial)

The t-test is used to determine the significance of the influence of an independent variable on a dependent variable assessed individually at a 95% confidence level (α = 0.05). Using the formula df = n-k, where n = 31 and k = 2, we obtain df = 29, resulting in a t-table value of 1.699. The results of the t-test are presented in the following table :

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Tabel 1.7 t-test (Partial)

Coefficients[a]						
Model		*Unstandardized Coefficients*		*Standardized Coefficients*	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.046	8.946		1.794	0.083
	Transformational Leadership	0.714	0.127	0.722	5.626	0.000
a. *Dependent Variable*: Work Discipline						

Source: SPSS data processing (2026)

Based on Table 1.7, the calculated t-value (t-count) is 5.626, which is greater than the t-table value of 1.699, with a significance level of 0.000 < 0.05; therefore, Ha is accepted and Ho is rejected. This indicates that transformational leadership has a positive and significant effect on the work discipline of employees at the Gorontalo Branch of Perum DAMRI.

Coefficient Of Determination

Uji ini bertujuan mengetahui seberapa besar kontribusi variabel bebas dalam memengaruhi variabel terikat. Hasilnya dapat dilihat pada tabel berikut:

Table 1.8 Coefficient Of Determination

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	0.522	0.505	4.56927
a. Predictors: (Constant), Transformational Leadership				
b. Dependent Variable: Work Discipline				

Source: SPSS data processing (2026)

Based on Table 1.8, the correlation coefficient (R) value is 0.722. According to the interpretation guidelines (Sugiyono, 2023), this value falls within the 0.60–0.799 interval, indicating a strong positive relationship between transformational leadership and work discipline. The R-square value of 0.522 suggests that transformational leadership accounts for 52.2% of the variation in work discipline, while the remaining 47.8% is explained by factors outside the scope of this study. The adjusted R-square value of 0.505 indicates that the variable explains 50.5% of the variation in work discipline after adjusting for the sample size.

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DISCUSSION

The Influence of Transformational Leadership on Employee Work Discipline at the Gorontalo Branch of Perum DAMRI

Based on the partial research results, the transformational leadership variable has a positive and significant influence on work discipline, contributing 52.2%. This is evidenced by a calculated t-value of 5.626 (exceeding the t-table value of 1.699) and a significance level of 0.000 (below 0.05). In other words, leaders who set an example, provide motivation, and involve employees in problem-solving discussions significantly help employees become more disciplined regarding attendance and more compliant with work regulations and standards.

Nevertheless, the remaining 47.8% is influenced by other factors, such as work motivation, compensation systems, the work environment, and organizational culture. This is reflected in attendance data and TCP (Target Achievement/Performance) metrics, which have yet to reach their targets; therefore, improving work discipline cannot rely solely on transformational leadership.

CONCLUSION

Based on the data analysis and discussion regarding the influence of transformational leadership on employee work discipline at the Gorontalo Branch of Perum DAMRI, the following conclusions can be drawn:

1. Transformational leadership is shown to have a positive and significant partial effect on employee work discipline, contributing 52.2%. This indicates that better implementation of transformational leadership leads to higher levels of attendance, adherence to work regulations, and compliance with work standards among employees.
2. Although employees perceive the implementation of transformational leadership and work discipline positively, attendance data and the Technical Completion Percentage (TCP) for the technical department from August to October 2025 have yet to meet the established targets. This situation highlights the need for leadership consistency specifically in setting an example, providing motivation, and offering recognition to ensure that employee perceptions align with actual practices in the workplace.
3. Work discipline is influenced by other factors outside the scope of this study such as work motivation, system improvements, the work environment, and organizational culture which account for 47.8% of the variance. This suggests that enhancing work discipline cannot rely solely on transformational leadership.

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RECOMMENDATIONS

Recommendations provided:

1. For the management of Perum DAMRI, Gorontalo Branch: Strengthen the aspect of inspirational motivation by providing recognition more routinely and consistently, and enhance leadership by example to reduce lateness and absenteeism, as well as to meet the performance standard targets for the technical department.
2. For future researchers: Incorporate additional variables such as work motivation, work environment, and organizational culture and expand the scope of respondents to ensure the findings are more generalizable.

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