

The Influence of Transformational Leadership Style and Work Culture on Employee Performance Mediated by Pancasila Discipline Attitude at SMK Angkasa 1 Jakarta

Jandris Slamet Tambatua¹, Besar Agung Martono²
 Master of Management Study Program, IPWIJA University
 email : jandris.sky73@gmail.com¹ agungmartono@yahoo.com²

Article Info

Keywords

Transformational Leadership Style, Work Culture, Employee Performance, Pancasila Discipline Attitude

Abstract

This study investigates the influence of transformational leadership and work culture on employee performance, with Pancasila disciplinary attitude as a mediating variable at SMK Angkasa 1 Jakarta. Using a quantitative survey approach, data were collected from 47 employees through questionnaires and analyzed using Partial Least Squares (PLS) via Smart PLS 4. The analysis included validity, reliability, and hypothesis testing. The findings reveal that transformational leadership and work culture do not directly influence employee performance. However, Pancasila disciplinary attitude positively and significantly affects performance. While transformational leadership does not significantly affect disciplinary attitude, work culture does. Furthermore, work culture indirectly improves employee performance through Pancasila discipline, while transformational leadership does not. These results suggest that strengthening a work culture aligned with Pancasila values—such as mutual cooperation and responsibility—is essential. Managerial recommendations include promoting a supportive culture, implementing fair discipline systems, modeling good behavior, encouraging active participation, and providing ongoing training and communication. This approach can enhance employee responsibility and performance within the school environment.

1. Introduction

In the world of education, human resources (HR) are an important component that determines the success of educational institutions in achieving their goals. Human resources in schools, especially teachers as educators and education personnel, have a big responsibility in forming a competent and characterful generation. The productivity of human resources is greatly influenced by their performance. Therefore, managing human resource performance in the school environment is very important to provide a positive impact on students, which ultimately contributes to the progress of the nation (Winarti, 2018).

Almasri's research (2016), effective HR management can maintain and improve the performance of educational staff such as teachers. The performance of educational staff includes three main aspects: performance practices, work behavior, and competency development. Based on the Performance Report of the Directorate General of Teachers and

Education Personnel (2023), there was an increase in the percentage of teachers and education personnel who experienced increased competence, from a plan of 48.83% to a realization of 52.69%. In addition, the percentage of increasing teacher career levels also exceeded the target, from a plan of 19.39% to a realization of 21.13%. Although the realization was higher than the plan, the report showed that only 50% and 20% of teachers felt this increase, while almost 50% and 80% of other teachers in Indonesia had not met the performance increase. This emphasizes the importance of improving teacher performance in Indonesia more evenly.

Table 1. 1 Performance of SMK Angkasa 1 Jakarta Teachers

Performance Predicate	Number of Teachers
Very good	17
Good	25
Need Improvement Amount	5
	47

At Angkasa 1 Vocational High School (SMK) Jakarta, there is a similar problem. Based on the teacher performance assessment report, it was found that out of a total of 47 teachers, 5 teachers had a performance rating of "Needs Improvement," 25 teachers received a "Good" rating, and only 17 teachers received a "Very Good" rating. This situation indicates a need to improve the performance of the teaching staff at the school. Therefore, it is necessary to conduct research to identify factors that can influence teacher performance in order to achieve significant improvement.

This research is very important to conduct because SMK Angkasa 1 Jakarta has various departments that focus on vocational skills that are important for the nation, such as Light Vehicle Engineering, Electrical Power Installation Engineering, Mechanical Engineering, Hospitality, Airframe and Powerplant, and Software Engineering. Optimal performance of human resources in this vocational school is an important factor in ensuring that students get an effective learning experience and good character building for the advancement of this nation in the future.

According to research by Budiwibowo (2016), Oupen et al (2020) and Rifa'i (2020) there are several potential factors that can influence teacher performance. The factors are transformational leadership style, work culture, and disciplinary attitude.

The first potential factor is transformational leadership style. According to Budiwibowo (2016), Transformational leadership style is one approach that is considered capable of improving performance through inspiration, motivation, and development of individual potential. Previous research from Prahesti et al (2017), Budiwibowo (2016), Kurniawati (2023), and Idris (2024) showed that transformational leadership style has a positive and significant influence on teacher performance. This means that if this leadership style is implemented well, teacher performance tends to increase. However, research by Nurhuda et al. (2020) and

Insani et al (2020) found that the influence of transformational leadership style was not significant on performance.

The second potential factor is work culture. According to Adha et al. (2019), Work culture is an important factor in creating a conducive, collaborative, and productive work environment. Previous research from Sukartini & Gaol (2022) and Wati et al (2024) revealed that a positive work culture has a significant effect on employee performance. However, there is also research from Hafulyon et al. (2021) and Mewahaini & Sidharta (2022) which shows that work culture does not have a significant influence on performance. The author uses this work culture as an independent variable in this study, to find out whether the work culture of SMK Angkasa 1 Jakarta which prioritizes religious, national and state aspects can significantly improve Teacher Performance or not.

The third potential factor is discipline. According to Arif et al (2020), in an office environment or workplace, discipline is an obligation to ensure that employees comply with the rules and act regularly. If employees act regularly, their performance will be good. In previous research by Vallennia et al (2020), Aulia & Trianasari (2021), and Princess et al (2022) that Discipline has a positive and significant effect on Performance. However, there is research by Tannady et al (2022) and Irawan et al (2021) that Discipline has no effect on Performance.

To add novelty to the research, the Discipline variable will be more focused on the Pancasila-based Disciplinary Attitude. The Pancasila-based Disciplinary Attitude includes values such as responsibility, hard work, divinity, mutual cooperation, and integrity (Juliani & Bastian, 2021). These values not only reflect commitment and discipline towards tasks but also strengthen work ethics and morals.

2. Literature Review

Human Resource Management (HRM)

involves organizing and managing employees to achieve organizational goals. Hasibuan (2018) emphasizes that managers at all levels must participate in HRM to effectively utilize workforce talents. Dessler (2015) adds that HRM covers recruitment, training, performance appraisal, and fair compensation, all aimed at optimizing employee contributions and well-being.

Employee performance is defined as how well individuals meet quality and quantity work goals. According to Mangkunegara (2013) and Sedarmayanti (2017), performance reflects the effort and results of employees in fulfilling their tasks and responsibilities, which is essential for organizational success.

Transformational leadership plays a key role in motivating and inspiring employees to improve performance. Miftah Thoha (2013) states that leadership quality largely determines organizational success, as leaders coordinate activities, resolve conflicts, and build a positive work culture.

Work culture is described by Sulaksono (2015) and Triguno (2018) as the shared values, attitudes, and behaviors that shape how employees carry out their work. Mangkunegara (2013) further explains work culture as the foundation of behavior norms that help organizations adapt and succeed.

Discipline is crucial for maintaining order and responsibility in the workplace. Parinduri et al. (2017) highlight discipline as adherence to rules that ensures employee accountability. Mangkunegara (2013) defines work discipline as obedience to regulations and ethical standards, supported by sanctions to correct non-compliance (Chania & Siregar, 2021). Strong discipline positively affects employee morale and service quality.

3. Research Methods

This study employs a quantitative approach with a survey design. Data were collected using questionnaires that had been tested for both validity and reliability to ensure accurate measurement of the variables

involved. The purpose of this study is to examine the influence of transformational leadership style, work culture, and Pancasila discipline attitude on employee performance at SMK Angkasa 1 Jakarta.

There are four main variables in this research. The first is Transformational Leadership Style, which refers to a leader's ability to inspire and motivate subordinates through a clear vision, personal attention, and intellectual stimulation, as well as setting a good example. This variable is measured by indicators such as the leader's ability to provide clear direction about the school's vision and goals, motivate staff to innovate and reach high standards, and build trustful relationships with employees.

The second variable is Work Culture, which reflects the shared norms, values, and beliefs within the school that influence employee behavior and interaction. This is measured through indicators such as the level of compliance with organizational norms and procedures, collaboration between departments, and perceptions of the values upheld by the organization.

The third variable, Pancasila Discipline Attitude, represents the level of employee commitment to Pancasila-based values, including rule adherence, cooperation, and moral integrity. This is reflected through employees' compliance with workplace rules, participation in school and teamwork activities, and demonstration of integrity in carrying out responsibilities.

The final variable is Employee Performance, which is evaluated based on the achievement of expected work outcomes. Key indicators include productivity (the amount of work completed), quality of output, attendance and punctuality, as well as overall contribution to the school's goals and activities.

4. Results and Discussion

This study was conducted on employees of SMK Angkasa 1 Jakarta. The questionnaire survey data was created using a google form

distributed online via whatsapp and the results of the questionnaire that had been answered by respondents would automatically be stored in a spreadsheet document. The questionnaire was distributed and filled out to 47 respondents.

Table 4 Employee population at SMK Angkasa 1 Jakarta

Criteria	Amount
Total Number of Employees	47
Gender	
Man	28
Woman	19
Age	
< 30 years	14
30-40 years	9
> 40 years	24
Level of education	
SENIOR HIGH SCHOOL	14
D1	1
D3	2
D4	1
S1	29
Length of work	
< 5 years	19
5-10 years	12
> 10 years	16

Source : SMK Angkasa 1 Jakarta, 2024

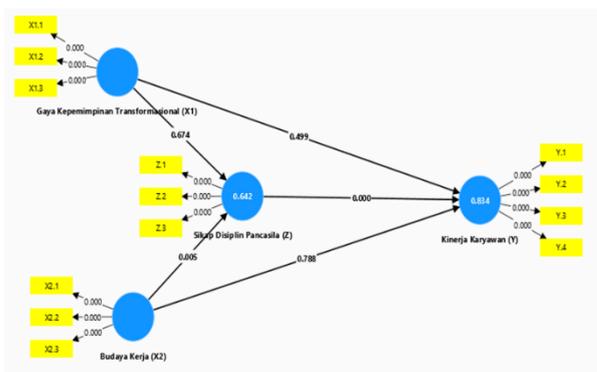
The total number of employees at SMK Angkasa 1 is 47 people, consisting of 28 men and 19 women. Based on age, there are 14 employees under 30 years old, 9 employees aged 30-40 years, and 24 employees over 40 years old. In terms of education level, 14 employees have a high school education, 1 employee has a D1 education, 2 employees have a D3 education, 1 employee has a D4 education, and the majority, namely 29 employees, have completed a Bachelor's degree. Judging from the length of service, there are 19 employees with a service period of less than 5 years, 12 employees with a service period of between 5-10 years, and 16 employees with a service

period of more than 10 years. This data reflects diversity in demographic aspects, education, and work experience in the school environment.

Table 4 Convergent Validity Test

Indicator	Outer loading
X1.1 <- Transformational Leadership Style (X1)	0.961
X1.2 <- Transformational Leadership Style (X1)	0.976
X1.3 <- Transformational Leadership Style (X1)	0.952
X2.1 <- Work Culture (X2)	0.955
X2.2 <- Work Culture (X2)	0.927
X2.3 <- Work Culture (X2)	0.925
Y.1 <- Employee Performance (Y)	0.934
Y.2 <- Employee Performance (Y)	0.951
Y.3 <- Employee Performance (Y)	0.903
Y.4 <- Employee Performance (Y)	0.956
Z.1 <- Pancasila Disciplinary Attitude (Z)	0.942
Z.2 <- Pancasila Disciplinary Attitude (Z)	0.946
Z.3 <- Pancasila Disciplinary Attitude (Z)	0.958

Table 4 shows the results of all questionnaire items on each variable above are declared valid. Indicators that are proven valid can be relied on to measure the relevant variables quite accurately. Thus, each indicator on the variables of transformational leadership style, work culture, Pancasila discipline attitude, and employee performance can be continued to the next testing stage.



Construct Reliability Test

Reliability is an index that shows the extent to which a measuring instrument (list of statements) can be trusted or relied upon.

Reliability is met if the value of Cronbach's Alpha or composite reliability, ρ_A , $\rho_C > 0.7$ and or $AVE > 0.5$.

Table 4.4 Reliability Test

Variables	Cronbach's alpha	Composite reliability (ρ_a)	Composite reliability (ρ_c)	Average variance extracted (AVE)
Work Culture (X2)	0.929	0.932	0.955	0.875
Transformational Leadership Style (X1)	0.961	0.963	0.975	0.928
Employee Performance (Y)	0.953	0.954	0.966	0.876
Pancasila Disciplinary Attitude (Z)	0.944	0.945	0.964	0.9

Source: Data Processing on SmartPLS 4, 2024

The given hypothesis must be measured for its significance. This can be obtained by looking at the t-statistic > 1.65 (one tailed) and P-value < 0.05 because this study uses a 95%

confidence level. The following is a table of the results of the direct effect hypothesis test as follows:

Table 4.7 Path Coefficients

Variables	Original sample	Sample mean	Standard deviation	T statistics	P values
Transformational Leadership Style (X1) -> Employee Performance (Y)	0.108	0.084	0.16	0.67	0.499
Work Culture (X2) -> Employee Performance (Y)	0.047	0.061	0.175	0.26	0.788
Pancasila Discipline Attitude (Z) -> Employee Performance (Y)	0.796	0.802	0.186	4.27	0.000
Transformational Leadership Style (X1) -> Pancasila Disciplined Attitude (Z)	0.102	0.104	0.242	0.42	0.674
Work Culture (X2) -> Pancasila Disciplinary Attitude (Z)	0.717	0.706	0.257	2.78	0.005

Source: Author's Data Processing, 2024

The following is an explanation based on the table above:

1. Hypothesis 1 states that there is an influence of transformational leadership on employee performance at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 0.67, with a p-value of 0.499, which is greater than the significance level of 0.05. In addition, the Original Sample value shows a positive number of 0.108. Therefore, this hypothesis is rejected, because there is no significant influence of

transformational leadership on employee performance.

2. Hypothesis 2 states that there is an influence of work culture on employee performance at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 0.26, with a p-value of 0.788, which is greater than the significance level of 0.05. The Original Sample value of 0.047 also shows a very weak influence. Therefore, this hypothesis is rejected, because there is no significant influence of work culture on employee performance.

3. Hypothesis 3 states that there is an influence of Pancasila discipline attitude on employee performance at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 4.27, with a p-value of 0.000, which is smaller than the significance level of 0.05. The Original Sample value of 0.796 shows a strong influence. Therefore, this hypothesis is accepted, because there is a positive and significant influence of Pancasila discipline attitude on employee performance.
4. Hypothesis 4 states that there is an influence of transformational leadership on the attitude of Pancasila discipline at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 0.42, with a p-value of 0.674, which is greater than the significance level of 0.05. The Original Sample value of 0.102 also shows a weak influence. Therefore, this hypothesis is rejected, because there is no significant influence of transformational leadership on the attitude of Pancasila discipline.
5. Hypothesis 5 states that there is an influence of work culture on the attitude of Pancasila discipline at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 2.78, with a p-value of 0.005, which is smaller than the significance level of 0.05. The Original Sample value of 0.717 shows a strong influence. Therefore, this hypothesis is accepted, because there is a positive and significant influence of work culture on the attitude of Pancasila discipline.
6. Hypothesis 6 states that there is an influence of transformational leadership on employee performance through Pancasila discipline as an intervening variable at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 0.4, with a p-value of 0.689, which is greater than the significance level of 0.05. In addition, the Original Sample value shows a positive number of 0.081. Therefore, this hypothesis is rejected, because there is no significant influence of transformational leadership on employee performance through Pancasila discipline as an intervening variable.
7. Hypothesis 7 states that there is an influence of work culture on employee performance through Pancasila discipline as an intervening variable at SMK Angkasa 1 Jakarta. The results of the analysis show a t-statistic value of 2.503, with a p-value of 0.012, which is smaller than the significance level of 0.05. In addition, the Original Sample value shows a positive number of 0.571. Therefore, this hypothesis is accepted, because there is a positive and significant influence of work culture on employee performance through Pancasila discipline as an intervening variable.

Hypothesis	Original sample (O)	T statistics (O/STDEV)	Sig value	P-	Hypothesis Analysis
H6: Transformational Leadership Style has a significant effect on Employee Performance with Pancasila Discipline Attitude as an intervening variable at SMK Angkasa 1 Jakarta	0.081	0.4	0.689		Hypothesis Rejected
H7: Work Culture has a significant influence on Employee Performance with Pancasila Discipline Attitude as an intervening variable at SMK Angkasa 1 Jakarta	0.571	2,503	0.012		Hypothesis Accepted

Source: Author's Data Processing, 2024

5. Conclusion

This study confirms the importance of transformational leadership style and work

culture in improving employee performance, with Pancasila discipline as a significant mediator. These results provide practical

contributions to the development of leadership strategies and work culture in educational environments.

1. Transformational Leadership Has No Significant Effect on Employee Performance. Although leaders at SMK Angkasa 1 Jakarta provide motivation to innovate, transformational leadership style does not show a significant effect on employee performance. This suggests that other factors may be more dominant in improving employee performance at the school.
2. Work Culture Has No Significant Influence on Employee Performance. The existing work culture, although it supports positive perceptions of organizational values, does not provide a significant contribution to improving employee performance at SMK Angkasa 1 Jakarta. Other factors may have a greater influence on employee performance.
3. Pancasila Discipline Attitude Has a Positive and Significant Influence on Employee Performance. Compliance with work rules and discipline, which are part of the Pancasila Discipline Attitude, has been proven to have a positive and significant influence on improving employee performance at SMK Angkasa 1 Jakarta
4. Transformational Leadership Has No Significant Influence on Pancasila Discipline Attitude. Transformational leadership style does not have a significant influence on Pancasila discipline attitude at SMK Angkasa 1 Jakarta, although it is expected to form a discipline attitude through motivation and close relationships between leaders and employees.
5. Work Culture Has a Positive and Significant Influence on the Attitude of Pancasila Discipline. A work culture that supports organizational norms and procedures, as well as collaboration between units, plays a significant role in strengthening the attitude of Pancasila discipline among employees at SMK Angkasa 1 Jakarta.

6. Transformational Leadership Has No Significant Effect on Employee Performance Through Discipline. Although transformational leadership can motivate and direct, no significant effect was found on employee performance through Pancasila discipline as an intervening variable. Other factors may have a more direct effect on performance.
7. Work Culture Has a Positive and Significant Influence on Employee Performance Through Discipline. A good work culture, which strengthens employee discipline, contributes significantly to improving employee performance. Good discipline is the link between a positive work culture and optimal work results at SMK Angkasa 1 Jakarta.

Bibliography

- Adha, RN, Qomariah, N., & Hafidzi, AH (2019). The influence of work motivation, work environment, work culture on the performance of employees of the Jember Regency Social Service. *IPteks Research Journal* , 4 (1), 47–62.
- Al Faruq, MH, & Supriyanto, S. (2020). Transformational leadership of school principals in improving teacher quality. *JDM (Journal of Educational Management Dynamics)* , 5 (1), 68–76.
- Almasri, MN (2016). Human Resource Management: Implementation in Islamic Education. *Kutubkhanah* , 19 (2), 133–151.
- Ambarwati, A. (2021). *Organizational Behavior and Theory* . Media Nusa Creative (MNC Publishing).
- Arif, M., Maulana, T., & Lesmana, MT (2020). The influence of work discipline and work ability on employee work performance. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi dan Hukum* , 4 (1), 106–119.
- Asrulla, A., Indriyani, T., & Jeka, F. (2024). *Challenges of Human Resource*

- Management in Education in the Era of Society 5.0. *Genta Mulia Journal* , 15 (1), 161–178.
- Aulia, V., & Trianasari. (2021). The Influence of Work Discipline and Job Satisfaction on Employee Performance in Hotels. *JMPP* , 4 (1).
- Ayu, W., & Kustini, K. (2021). Analysis of the Influence of Work Culture and Compensation on Work Discipline. *Revitalization: Journal of Management Science* , 10 (2), 248–256.
- Bass, & Riggio. (2016). *Transformational Leadership* . Psychology press.
- Budiwibowo, S. (2016). The influence of transactional, transformational and work discipline leadership styles on teacher (employee) performance in Madiun City. *Premiere Educandum: Journal of Elementary Education and Learning* , 4 (02).
- Candana, DM, Putra, RB, & Wijaya, RA (2020). The Influence of Motivation and Work Environment on Employee Performance with Work Discipline as an Intervening Variable at PT Batang Hari Barisan. *Journal of Information Systems Management Economics* , 2 (1), 47–60.
- Chania, TI, & Siregar, A. (2021). The Effect of Implementing Sanctions, Commitment and Incentives on Employee Work Discipline at PT. Panca Pilar Tangguh Kisaran. *Journal of Management, Economic Science (MES)* , 3 (1), 1–11.
- Darmawan, MW, & Riana, IG (2013). *Analysis of Factors Influencing Employee Work Culture* . Udayana University.
- Dessler, G. (2015). *Human resource management*. Jakarta: Salemba Empat .
- Dewi, PP, Riyadi, S., & Priyawan, S. (2021). The Influence of Work Motivation, Competence and Work Environment on Employee Performance with Organizational Commitment as an Intervening Variable at the Surabaya City Manpower Office. *Triangle Scientific Journal of Economics and Business* , 2 (1), 115–127.
- Directorate General of Teachers and Education Personnel. (2023). *Performance Report 2023* .
- Fazri. (2014). The relationship between transactional leadership style and work discipline among employees of PT. Kembar Abadi Utama in Batu Sopang District, Paser Regency. *Ejournal of Psychology* , 2 (2), 150–161.
- Ghozali, I., & Latan, H. (2020). *Partial Least Squares: Concepts, Techniques, and Applications Using SmartPLS 3.0 Program* . BP Undip.
- Gorda, IGN (2016). *Human Resource Management* . STIE Satya Dharma.
- Greenberg, & Baron. (2018). *Behavior in Organizations: Managing the Human Side of Work* . Prentice Hall International.
- Hafulyon, H., Putra, MD, Shobirin, K., & Elfisra, M. (2021). The Influence of Motivation and Work Culture on Employee Performance at the Cooperatives and Trade Service of Tanah Datar Regency. *Journal of Sharia Business Management* , 1 (1).
- Handoko, TH (2012). *Personnel and Human Resource Management* . BPFPE.
- Hasanuddin, H., Surati, S., & Ramly, AT (2020). The Influence of Organizational Culture, Compensation, and Work Environment on Employee Performance with Job Satisfaction as an Intervening Variable (Bima Regency Bappeda Office, NTB). *Journal of Management (Electronic Edition)* , 11 (2), 253–260.
- Hasibuan, SM (2018). The Influence of Leadership, Work Environment and Work Motivation on Performance. *Maneggio: Scientific Journal of Master of Management* , 1 (1), 71–80.
- Hellriegel, & Slocum. (2012). *Organizational*

- Behavior . Thompson.
- Idris, M. (2024). The Influence of Transformational Leadership, Work Culture and Work Discipline on Civil Servant Performance at the Maros Regency Regional Secretariat. *Cendekia Akademika Indonesia (CAI)* , 3 (1), 129–143.
- Insani, AN, Suwarsi, SS, & Firdaus, FS (2020). The Influence of Transformational Leadership Style and Work Motivation on Employee Performance. *Management Proceedings* , 6 (2), 1127–1133.
- Irawan, D., Kusjono, G., & Suprianto, S. (2021). The Influence of Work Discipline and Work Environment on Civil Servant Performance at the Serpong District Office. *Student Scientific Journal (JIMAWA)* , 1 (3).
- Istianah, A., Mazid, S., Hakim, S., & Susanti, R. (2021). Integration of Pancasila values to build the character of Pancasila students in the campus environment. *Gatranusantara Journal* , 19 (1), 62–70.
- Istianto. (2011). Government Management in the Perspective of Public Services . *Mitra Wacana Media*.
- Jufrizen, J., & Sitorus, TS (2021). The Influence of Work Motivation and Job Satisfaction on Performance with Work Discipline as an Intervening Variable. *National Seminar on Social and Humanities Educational Technology* , 1 (1), 844–859.
- Juliani, AJ, & Bastian, A. (2021). Character education as an effort to realize Pancasila Students. *Proceedings of the National Seminar of the Postgraduate Program, PGRI University of Palembang* .
- Kurniawati, NR (2023). The Influence of Transformational Leadership Style of Madrasah Principals, Work Motivation and Work Discipline on the Performance of Madrasah Aliyah Teachers. *JIP-Scientific Journal of Educational Sciences* , 6 (1), 583–595.
- Lubaba, MN, & Alfiansyah, I. (2022). Analysis of the application of the Pancasila student profile in character formation of students in elementary schools. *Edusaintek: Journal of Education, Science and Technology* , 9 (3), 687–706.
- Mangkunegara, AP (2013). *Human Resource Management* . Rosdakarya Youth.
- Matindas, AF, & Sumual, TEM (2024). The Importance of Work Culture to Improve Employee Performance Productivity. *Proceedings of the National Seminar of the Indonesian Management Forum-e-ISSN 3026-4499* , 2 , 1743–1748.
- Mewahaini, H., & Sidharta, H. (2022). The Influence of Organizational Culture and Work Ethic on Employee Performance at Mayangkara Group Company. *Journal of Management and Business Start-Up* , 7 (6), 622–630.
- Muljani, BD, Alhabsji, T., & Hamid, D. (2012). The Influence of Transformational Leadership and Quality of Work Life on Employee Work Motivation and Job Satisfaction (A Study of Educators Led by Female Leaders at Widya Mandala Catholic University, Surabaya). *Profit: Journal of Business Administration* , 6 (2).
- Mulyanto, H., & Wulandari, A. (2019). *Research: Methods & Analysis* . CV Agung.
- Nasution, MI (2018). The Role of Job Satisfaction and Transformational Leadership on Employee Performance .
- Noverina, N., Susbiyani, A., & Sanosra, A. (2020). The Influence of Workload and Work Culture on Work Discipline and Employee Performance. *Journal of Management Science and Indonesian Business* , 10 (2), 177–186.
- Nugroho, MA, Saryadi, S., & Widiartanto, W. (2016). The Influence of Leadership and Work Environment on Employee Performance Through Motivation as an Intervening Variable (Case Study on Employees in the Production Division of

- PT Bandeng Juwana). *Journal of Business Administration* , 5 (1), 196-205.
- Nurbiyati, T. (2014). The influence of quality of work life (QWL) on employee performance with discipline and job satisfaction as intervening variables. *Journal of Business Strategy* , 18 (2), 246-256.
- Nurhuda, A., Sardjono, S., & Purnamasari, W. (2020). The Influence of Transformational Leadership Style, Work Discipline, Work Environment on Motivation and Performance of Employees at Anwar Medika Hospital Jl. Raya Bypass Krian Km. 33 Balongbendo-Sidoarjo. *Iqtishadequity Journal of MANAGEMENT* , 1 (1).
- Oupen, SM, Agung, AAG, & Yudana, IM (2020). The contribution of transformational leadership, organizational culture, work discipline, and work motivation to the organizational commitment of elementary school teachers. *Indonesian Journal of Educational Administration* , 11 (1), 32-41.
- Parinduri, L., Yusmartato, Y., & Hernawati, T. (2017). The effect of discipline and commitment on employee work motivation at the PTPN I Tanjung Seumantoh palm oil factory, Aceh Tamiang. *Buletin Utama Teknik* , 13 (1), 21-27.
- Prahesti, DS, Riana, IG, & Wibawa, IMA (2017). The Influence of Transformational Leadership on Employee Performance with OCB as a Mediating Variable. *E-Journal of Economics and Business, Udayana University* , 6 (7), 2761-2788.
- Pratama, DA, Ginanjar, D., & Solehah, LS (2023). Application of Pancasila Values in Daily Life as Character Education at Mts. Darul Ahkam Sukabumi. *Sanskara Education and Teaching* , 1 (02), 78-86.
- Prawira Jaya, & Adnyani, D. (2015). The Influence of Leadership Style on Employee Work Discipline at the Bali Provincial Language Center. *E-Journal of Management, Unud* , 4 (9), 2702-2721.
- Putri, LD, Zulistiano, & Laksono. (2022). Analysis of Work Discipline, Work Motivation, and Work Environment on WFH-Based Employee Performance During the Pandemic at the Nganjuk Regency Land Office . *Nusantara PGRI University, Kediri*.
- Qomar. (2015). *New Strategy for Management of Islamic Educational Institutions* . Erlangga.
- Rifa'i, AA (2020). The Influence of Principal Transformational Leadership and Work Culture on Improving Teacher Performance. *Indonesian Journal of Education Management & Administration Review* , 4 (1), 159-166.
- Rivai, V. (2015). *Human Resource Management for Companies* . RajaGrafindo Persada.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* . Pearson.
- Rohmatiah, A., & Amadi, DN (2019). Analysis of Work Professionalism and Work Motivation on Employee Performance with Inspector Leadership as a Moderating Variable at the Inspectorate of Magetan Regency. *Proceedings of the National Seminar of Scholars* , 1-2.
- Rorimpandey. (2013). Transformational, Transactional, Situational, Service and Authentic Leadership Styles on the Performance of Village Employees in Bunaken District, Manado City. *EMBA Journal* , 1 (4).
- Saputra, RC, & Mulyanti, D. (2023). Literature Study: The Influence of Culture on Employee Performance Creativity. *Journal of Economics, Tourism and Hospitality Management* , 2 (2), 124-136.
- Sedarmayanti, S., & Haryanto, H. (2017). The influence of work motivation on the performance of educational staff at the Faculty of Medicine, Padjadjaran University. *Journal of Administrative*

Science: Media for the Development of Administrative Science and Practice , 14 (1), 96–112.

Setiadi, MT, & Lutfi, L. (2021). The Influence of Transformational Leadership and Organizational Commitment on Employee Performance Through Work Discipline as an Intervening Variable (Study at the Public Works and Spatial Planning Service of Banten Province). *Tirtayasa Journal of Business and Management Research* , 5 (2), 200–217. <https://doi.org/10.48181/jrbmt.v5i2.13189>

Sila, IM, Santika, IGN, & Dwindayani, NMA (2023). Improving Students' Disciplinary Attitudes Through Optimizing the Role of PPKn Teachers in Internalizing Pancasila Values. *JOCER: Journal of Civic Education Research* , 1 (2), 41–48.

Suhardjo, Y. (2013). The Influence of Leadership and Additional Employee Income (TPP) on Employee Performance with Motivation as an Intervening Variable (Case Study on Sorong Regency Government). *Jurnal Stie Semarang (Electronic Edition)* , 5 (3), 68–92.

Sukartini, S., & Gaol, PL (2022). The Influence of Work Culture on Employee Performance in Pejagalan Village, North Jakarta Administrative City. *Journal of Civil Service Resources* .

Sulaksono, H. (2015). *Organizational culture and performance* . Deepublish.

Sutrisno, E., Fatoni, A., & Nawawi, H. (2010). *Human Resource Management (HRM)*. Kencana Prenada Media Group. Jakarta .

Tannady, H., Renwarin, JMJ, Nuryana, A., Mudasetia, M., Nawiyah, N., Mustafa, F., Ilham, I., & Palilingan, RA (2022). The Role of Discipline and Work Stress on Employee Performance in National Oil and Pipe Trading Companies. *Journal of Citizenship* , 6 (2), 4320–4335.

Thoha, M. (2013). *Leadership in Management* .