

The Influence of Transformational Leadership, Work Competency, and Work Discipline on Work Productivity with Job Satisfaction as a Mediating Variable on Employees of the Aceh Human Resources Development Agency

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Abstract

This study investigates the correlation between transformational leadership, work competency, discipline, and work productivity at the Aceh Human Resources Development Agency (BPSDM Aceh) with job satisfaction as a moderating variable. Questionnaires were sent to 99 BPSDM Aceh workers as the main means of data collection in this research. The data analysis of this research made use of the Structural Equation Model Partial Least Square (SEM PLS). The SmartPLS software paradigm is employed to facilitate data processing for research objectives. The result shows that directly, transformational leadership and work competency do not significantly affect job satisfaction, while work discipline significantly affects job satisfaction; transformational leadership, work competency, and work discipline significantly affect work productivity, and; indirectly, transformational leadership and work competency does not significantly affect work productivity through mediation of job satisfaction, while work discipline significantly affects work productivity through mediation of job satisfaction. The results also show that job satisfaction functions as a partial mediation on the impact of work discipline on work productivity.

Keywords: Transformational Leadership, Work competency, Work Discipline, Job Satisfaction, Work Productivity

1. Introduction

Human resources are crucial to the viability of an organization. One of the features of the life cycle model is the functional positioning of personnel inside the company, which can be leveraged to achieve organizational objectives. Therefore, organizations expect qualified employees who have high productivity and can make an optimal contribution to operating the organization. Work productivity is a comparison of the work achieved by employees (output) with all organizational resources used (input). Output in this productivity can include many products or goods and services, while inputs can include labor, raw materials, capital, energy, and so on (Algebra, 2020). In this study, the factors used to assess the level of employee work productivity are transformational leadership factors, work competency, work discipline, and job satisfaction. Transformational leadership can affect employee work productivity. Transformational leadership is leadership related to changes in the organization which includes developing closer relationships between leaders and employees, which are based on trust and mutual commitment to the benefit of the organization (Soelistya, 2021). The transformational leadership phenomenon at the Aceh Human Resources Development Agency (BPSDM Aceh) is characterized by the presence of employees who are uncomfortable, less dexterous, or less fast and precise in their work, and who lack enthusiasm for the agency's assignments. This is a result of the low level of transformational leadership traits that are implemented in the agency. Workers' output will suffer as a result.

Competence, along with transformational leadership, is one of the elements that might impact the degree of employee job productivity. An employee is considered competent when they can use their knowledge, experience, training, and skill set to carry out their duties in a way that supports the agency's goals. Work competency is the capacity to perform a task that is characterized by professionalism in a specific field and is based on expertise, abilities, and knowledge (Daengs, 2022). Workers at the BPSDM

ACEH who lack the necessary expertise to carry out their duties effectively constitute the work competency phenomenon, as well as less capable or slow in providing services that meet the needs of the agency's customers and less precise in producing the work that the agency's leadership has assigned. Consequently, staff productivity will suffer, and the company or agency will fall short of its goals. Work discipline may also affect employee productivity. Strict adherence to work procedures is good for businesses and workers. Employees will be capable of generating optimal output that is beneficial for the attainment of the intended organizational objectives due to the nature of the discipline. Work discipline is a deliberate process in which employees adhere to all organizational policies and regulations, and if they are disobeyed, they will be subjected to punitive measures (Suryani, Sugianingrat, & Laksemini, 2020). Employees who consistently miss their scheduled work days and who do not stick to BPSDM Aceh's specified work schedules are examples of the work discipline phenomena. This results in a decrease in employee productivity.

Some variables might affect productivity on the job, including job happiness and work discipline. Work satisfaction is the emotional activity of an employee that is either pleasurable or disagreeable concerning their work. It also serves as a reflection of the employee's sentiments toward their job (Azizah, 2022). Therefore, to achieve optimal employee productivity, the BPSDM Aceh's leader must be capable of inspiring and motivating employees to complete all assigned tasks. Motivating employees by providing training that is beneficial to their skills and expertise to achieve a positive impact on their work productivity, consistently adhering to the agency's timeframe, providing challenging work, and ensuring that employees are supervised effectively and optimally were the objectives. To foresee the potential decrease in employee productivity, work competency, job satisfaction, work discipline, and transformative leadership must be revisited by BPSDM Aceh.

2. Literature

Work Productivity

Work productivity can be defined as the ability to produce work or work results. The mental attitude of employees is to consistently produce more work than is being or has been done to achieve organizational or agency objectives, with the expectation of accelerating and adhering to their preferences. This is known as work productivity (Sarwani, 2022). Work productivity can be a measure of the efficient utilization of existing human resources that are useful for becoming productive employees or workers. An employee's or worker's productivity on the job is defined as their capacity to meet production goals in a certain time frame or as specified by upper management (Indahingwati & Nugroho, 2020). The amount and quality of output, as well as the timeline and criteria set by upper-level management, are all factors that contribute to an organization's productivity. Work productivity is an employee activity that produces production or the use of resources to show efficiency in using existing resources to achieve optimal results following predetermined plans (Syarif et al., 2022).

Job Satisfaction

When workers are happy in their jobs, it shows that the company is doing well. The work of the leadership is indicative of the affective individual attitude that is job satisfaction. Employee productivity is consistently enhanced by elevated levels of job satisfaction (Hadrianti et al., 2023). All employees experience varying degrees of employment satisfaction. According to (Yusup, 2021), job satisfaction is the affective state of employees, which can be either positive or negative, and is contingent upon the work situation, work environment, and cooperation between the organization's executives and employees. Job satisfaction is a significant factor in determining employee turnover. Workers experience job satisfaction as a pleasurable psychological state as a result of the satisfactory fulfillment of their requirements in a work environment (Kurniawati, 2021).

Transformational Leadership

The goals of an agency or organization and the efficiency with which its people do their tasks are both affected by transformational leadership. The capacity to recognize and significantly impact one's subordinates is a hallmark of transformational leadership, which is defined by the leader's skill in communicating the organization's vision, purpose, and goals to staff. The optimal attainment of organizational objectives will be achieved by motivating subordinates to work effectively and to be creative (Armansyah, 2022). A leader who is capable of inspiring his or her employees is effective. The ability to

motivate followers to achieve group goals is known as transformational leadership (Qalati, Zafar, Fan, Limón, & Khaskheli, 2022). Transformational leadership describes a boss who inspires their team to achieve greater heights. A leader who exemplifies transformational leadership inspires and motivates his followers to reach new heights of virtue and excellence. These leaders endeavor to increase their subordinates' cognizance of moral principles and values, including equality, justice, harmony, and humanism (Ilham, 2022).

Work Competency

An employee is said to be competent if he knows the work. Work competency is something related to the abilities, knowledge, and attitudes used as guidelines in carrying out job duties performed by employees (Amiruddin, 2023). Work productivity will be enhanced by employees who possess a high level of work competency. The performance of an individual or individual position is influenced by a combination of knowledge, skills, and abilities known as work competency (Beske-Janssen, Johnsen, Constant, & Wieland, 2023). One definition of competence is the capacity to carry out one's duties with relative ease and success. A worker's competence may be defined as the set of actions, abilities, and understanding that contribute to the agency's ability to evaluate the worker's performance on the job. (Hamsinah, 2022).

Work Discipline

Work discipline is closely related to work standards that must be achieved in an agency or organization. Work discipline is a tool that leaders employ to alter worker behavior and increase employee awareness of the regulations and social norms that apply within the agency. It is the activity of employees or workers in obeying or complying with applicable rules (Aljabar, 2020). Discipline can be defined as adhering to the directives established by the leadership. There is a clear correlation between the degree of employee discipline and the efficiency of work. Discipline in the workplace involves adhering to the company's established guidelines and standards, regardless of whether they are documented (Syarif et al., 2022). An organization or company that aspires to expand must possess work discipline, which is essential for the organization's capacity to learn at a pace that surpasses that of its competitors and establish itself as the sole source of competitive advantage. (Krskova & Breyer, 2023).

Study Framework

The literature evaluation suggests that this research sheds light on the relationship between transformational leadership, job happiness, professional discipline, expertise poses, and the factors affecting efficiency at work amongst BPSDM ACEH personnel. To facilitate comprehension of this research, the subsequent framework is necessary:

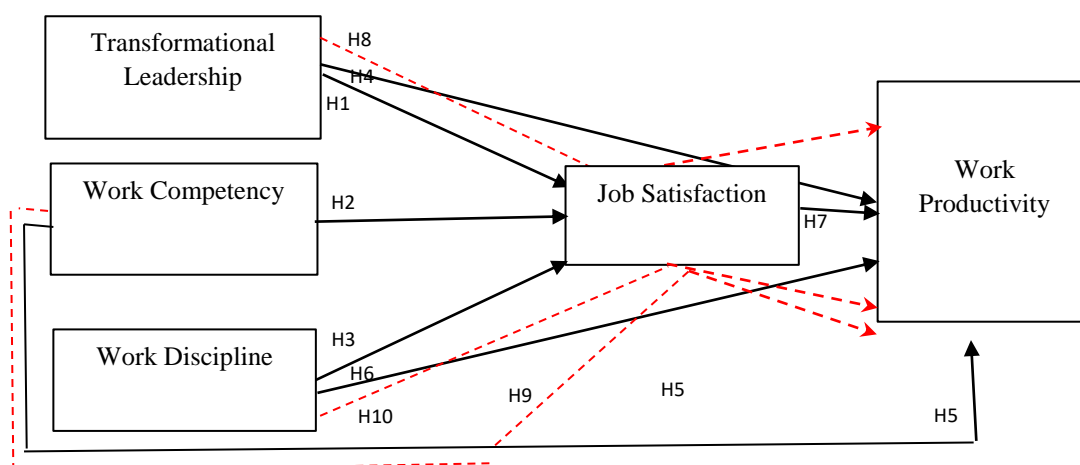


Figure 1 Research Framework

- H1 : transformational leadership affects job satisfaction
- H2 : Work competency affects job satisfaction

- H3 : Work discipline affects job satisfaction
- H4 : Transformational leadership work productivity
- H5 : Work competency affects work productivity
- H6 : Work Discipline affects work productivity
- H7 : Job satisfaction affects work productivity
- H8 : transformational leadership affects work productivity through job satisfaction
- H9 : Work competency affects work productivity through job satisfaction
- H10 : Work Discipline affects work productivity through job satisfaction

3. Method

The BPSDM Aceh's office is the subject of this investigation. The demographic of this research consisted of 99 employees at the BPSDM Aceh office. Since this study's population is under 100, it is more suitable to include all participants in the research cohort. Hence, 99 individuals employed by BPSDM Aceh made up the sample for this study. Researchers used both primary and secondary sources to compile their findings. The data measurement scale makes use of the Likert scale. To implement the SEM PLS data analysis approach, this research made use of the SmartPLS program.

4. Result and Discussion

Direct Hypothesis Test

The direct hypothesis test employed in this investigation is intended to address the hypothesis of direct influence between variables. The subsequent summary illustrates the outcomes of the direct hypothesis test:

Table 1: Direct Hypothesis Test

No	Variables	<i>t-Statistic</i>	<i>P Value</i>
1	Transformational leadership (X ₁) → Job satisfaction (Z)	0.738	0.461
2	Work competency (X ₂) → Job satisfaction (Z)	0.110	0.913
3	Work discipline (X ₃) → Job satisfaction (Z)	11.866	0.000
4	Transformational leadership (X ₁) → Work productivity (Y)	5.672	0.000
5	Work competency (X ₂) → Work productivity (Y)	16.120	0.000
6	Work discipline (X ₃) → Work productivity (Y)	6.070	0.000
7	Job satisfaction (Z) → Work productivity (Y)	2.007	0.045

Source: Primary data, processed 2024

1. The impact of transformational leadership (X₁) on job satisfaction (Z) is reflected in the t-statistic value, which is less than the t-table value ($0.738 < 1.984$), and the p-value, which is greater than the significance level ($0.461 > 0.050$). This suggests that transformational leadership may not have a significant impact on job satisfaction at BPSDM Aceh. Therefore, it is reasonable to conclude that hypothesis H1 is not supported.
2. When analyzing the impact of work competency (X₂) on job satisfaction (Z), the t-statistic value is 0.110, which is less than the t-table value of 1.984. Additionally, the p-value is 0.913, which exceeds the significance level of 0.050. These results suggest that work competency may not have a significant impact on job satisfaction at BPSDM Aceh. As the p-value is greater than 0.05 ($0.913 > 0.05$), it is reasonable to conclude that hypothesis H2 is not supported.
3. The impact of work discipline (X₃) on job satisfaction (Z) is significant, as indicated by the p-value of 0.000 which is less than the significance level of 0.05, and the t-statistic value of 11.866 which is greater than the t-table value of 1.984. These statistics suggest that work discipline (X₃) has a substantial impact on job satisfaction (Z). This implies that work competency plays a significant role in job contentment at BPSDM Aceh. Therefore, it can be concluded that hypothesis H3 is supported.

4. The impact of transformational leadership (X1) on work productivity (Y) is evident from the statistical analysis. The p-value ($0.000 < 0.05$) indicates a statistically significant relationship, and the t-statistic value (5.672) exceeds the t-table value (1.984). This finding suggests that work productivity at BPSDM Aceh is significantly influenced by transformational leadership. Therefore, we can reasonably conclude that hypothesis H4 is supported.
5. The impact of work competency (X2) on work productivity (Y) is demonstrated by a t-statistic value of 16.120, which is greater than the critical t-table value of 1.984. Additionally, the p-value is 0.000, which is less than the significance level of 0.05. These results indicate that work competency has a significant impact on the productivity of the BPSDM Aceh. Therefore, we can infer that hypothesis H5 is supported.
6. The impact of work discipline (X6) on work productivity (Y) is demonstrated by a t-statistic value of 6.070, which is greater than the t-table value of 1.984. Additionally, the p-value of 0.000 is lower than the significance level of 0.05. This indicates that the productivity of BPSDM Aceh is significantly influenced by work discipline. As a result, it is reasonable to conclude that hypothesis H6 is supported.
7. The impact of job satisfaction (Z) on work productivity (Y) is demonstrated by the p-value, which is less than the significance level ($0.045 < 0.05$), and the t-statistic value, which is greater than the critical t-table value ($2.007 > 1.984$). These statistics indicate that the effect of job satisfaction (Z) on work productivity (Y) is significant. The BPSDM Aceh experiences a substantial impact on work productivity as a result of job satisfaction. Therefore, we can infer that hypothesis H7 is valid.

Mediation Hypothesis Test

The indirect influence hypothesis between variables is addressed by the mediation hypothesis test employed in this investigation. In the subsequent table, the indirect hypothesis test results are presented:

Table 2: Mediation Hypothesis Test

No	Variables	<i>t-Statistic</i>	<i>P Values</i>
1	Transformational leadership (X) ₁ → Job satisfaction (Z) → Work productivity (Y)	0.577	0.564
2	Work competency (X) ₂ → Job satisfaction (Z) → Work productivity (Y)	0.103	0.918
3	Work discipline (X) ₃ → Job satisfaction (Z) → Work productivity (Y)	2.014	0.045

Source: Primary data, processed 2024

Based on Table 2, it reveals that :

1. Transformational leadership (X1) has a positive impact on work productivity (Y) through job satisfaction (Z). The t-statistic value is less than the t-table value, specifically $0.577 < 1.984$, and the p-value is greater than the significant value, $0.564 > 0.05$. This value can also indicate that the job satisfaction variable does not mediate the relationship between the transformational leadership variable and the work productivity variable at the BPSDM Aceh, or that transformational leadership has no effect on work productivity through job satisfaction. Therefore, hypothesis H8 is rejected.
2. The t-statistic value is less than the t-table value, specifically $0.103 < 1.984$, and the p-value is greater than the significant value, specifically $0.918 > 0.05$, regarding the impact of work competency (X2) on work productivity (Y) through job satisfaction (Z). This value can indicate that work productivity at the BPSDM Aceh is not influenced by work competency through job satisfaction. Alternatively, it can indicate that the job satisfaction variable does not mediate or influence the relationship between work productivity variables and work competency variables. Therefore, it is possible to deduce that hypothesis H9 is invalid.
3. The t-statistic value is greater than the t-table value, specifically $2.014 > 1.984$, and the p-value is less than the significant value, specifically $0.04 < 0.05$, regarding the impact of work discipline (X3) on work productivity (Y) through job satisfaction (Z). This value may indicate that work discipline has a substantial or indirect impact on work productivity at the BPSDM Aceh through job satisfaction.

Alternatively, it may indicate that the job satisfaction variable mediates or facilitates the relationship between work discipline variables and work productivity variables. Therefore, it can be inferred that hypothesis H10 is adopted.

Discussion

Transformational Leadership on Job Satisfaction (H1)

At BPSDM Aceh, transformative leadership has no effect on employee satisfaction with their job. This is supported by the fact that the t-statistic value is less than the t-table value ($0.738 < 1.984$) and the p-value is larger than the significant value ($0.461 > 0.050$). Transformative leadership does not have a significant impact on job satisfaction at BPPRD, according to a previous study by (Deddy, 2022). As this investigation has shown.

Work Competency on Job Satisfaction (H2)

The morale of employees at BPSDM Aceh does not seem to be related to how well they perform their jobs. This conclusion is supported by the fact that the p-value (0.913) is greater than the significance level (0.050), and the t-statistic value (0.110) is less than the t-table value (1.984). A prior study by (Meidita, 2019) indicates that work competency has little to no impact on job satisfaction at PT Perkebunan Nusantara IV (Persero) Medan. These conclusions are backed by the results of this investigation. These findings contradict (Aprilliansyah & Chalid, 2020) prior research, which asserts that the job contentment of employees at the East Kalimantan Provincial Plantation Office is significantly influenced by work competency.

Work Discipline on Job Satisfaction (H3)

At BPSDM Aceh, work discipline is a major factor in how satisfied employees are with their jobs. One approach to demonstrate this is by examining the t-statistic value, which is $11.866 > 1.984$, and the p-value, which is $0.000 < 0.05$, which is below the threshold for significance. This study's findings corroborate those of Suprpti (2020), who previously discovered that work discipline at the Winong II Health Center in Pati, Indonesia had a significant impact on job satisfaction.

Transformational Leadership on Work Productivity (H4)

Transformative leadership has a substantial impact on BPSDM Aceh's work productivity. The fact that both the t-statistic value (6.070) and the p-value ($0.000 < 0.05$) are less than the significant value (0.05) lend credence to this conclusion. At Wijaya Karya company, (Ratnaningtyas, Handaru, & Eryanto, 2021) found that transformational leadership had a significant effect on staff production. The results of this study support these conclusions.

Work Competency on Work Productivity (H5)

When BPSDM Aceh employees are experts at what they do, the company produces a lot of work. This conclusion is supported since the t-statistic value ($16.120 > 1.984$) is greater than the t-table value and the p-value ($0.000 < 0.05$) is lower than the significant value. The results of this study support (Badrianto, Kusumawati, & Widia, 2023) who have shown that competence on the job greatly increases productivity at PT. Schlemmer Automotive Indonesia. Work competency influences production at PT Atlantis Press International BV, according to this study's results, which are in line with those of (Musfirah, 2023) earlier research. Acquired analytical data show that competency significantly affects productivity on the job.

Work Discipline on Work Productivity (H6)

Employee output at BPSDM Aceh is significantly influenced by the level of work discipline. Since they are more than the t-table value, the p-value ($0.000 < 0.05$) and the t-statistic value ($6.070 > 1.984$) corroborate this. Consistent with earlier research by (Dharliana & Wibowo, 2022), this study found that work discipline greatly impacts production at PD Sri Tanjung Indramayu. Prior research by (Fitriasari & Wulansari, 2020) found that work discipline significantly affects staff productivity at the Bandung City Population and Civil Registration Office.

Job Satisfaction on Work Productivity (H7)

Being happy at one's work has a major impact on how productive one is at BPSDM Aceh. One way to prove this is by comparing the t-statistic and t-table values; the former is $2.007 > 1.984$, while the latter is less than 0.05 (p-value = 0.045). These findings are consistent with those of Saeed & Waghule earlier research at Poona College in India (2021), which found that contented employees are much more productive. This study's results are in line with those of Utari (2021), who found that hotel workers in Jakarta were far more productive when they were happy in their jobs.

Transformational Leadership on Work Productivity through Job Satisfaction (H8)

Based on BPSDM Aceh's research, it seems that transformative leadership does not increase workplace productivity by making employees happier. The findings validate this, showing that the t-statistic value ($0.577 < 1.984$) is lower than the t-table value and the p-value ($0.564 > 0.05$) is higher than the significant value. It seems from the data that there is no relationship between transformational leadership and work productivity at BPSDM Aceh when considering the mediation impact of work satisfaction. Consistent with Fatimah's (2022) findings, this study at PT KAI Daop 6 Yogyakarta did not find any evidence that happiness in the workplace mediated the relationship between transformational leadership and productivity.

Work competency on Work Productivity through Job Satisfaction (H9)

According to BPSDM Aceh, there is little relationship between job satisfaction and output. Given that the t-statistic value is less than the t-table value ($0.103 < 1.984$) and the p-value is more than the significant value ($0.918 > 0.05$), this is likely the explanation. Evident from these findings, The relationship between work competency traits and productivity metrics is unmediated by job satisfaction at BPSDM Aceh. Another way of looking at it is that once job happiness is taken into account, competency no longer has a major effect on productivity on the job. In line with earlier findings by Wijayanto (2021), this study at Gusti Ngurah Rai Bali International Airport did not find any indication that job happiness moderates the link between work competency and productivity. Instead, it concluded that job happiness does not substantially affect productivity on the job.

Work Discipline on Work Productivity through Job Satisfaction (H10)

Workplace discipline boosts morale and productivity, according to BPSDM Aceh. The fact that the p-value is less than the significant value, namely $0.04 < 0.05$ and that the t-statistic value is $2.014 > 1.984$, which is more than the t-table value, lend credence to this. These findings provide credence to the theory that job satisfaction at BPSDM Aceh acts as a mediator between disciplinary actions and productivity indicators. According to earlier studies conducted by Ferdiansyah & Hermina, job satisfaction acts as a mediator between work discipline and performance (2022). Therefore, it may be reasonable to assume that job happiness moderates the association between work discipline and performance positively and considerably. These findings follow those of a prior study by (Susbiyantoro, Janaka, Sundawan, Wibowo, & Solahudin, 2022), who postulated that an individual's level of job satisfaction at PT Trihamas Finance mediated the relationship between work discipline and performance.

5. Conclusion

The result shows that directly, transformational leadership and work competency do not significantly affect job satisfaction, while work discipline significantly affects job satisfaction; transformational leadership, work competency, and work discipline significantly affect work productivity, and; indirectly, transformational leadership and work competency does not significantly affect work productivity through mediation of job satisfaction, while work discipline significantly affects work productivity through mediation of job satisfaction. The results also show that job satisfaction functions as a partial mediation on the impact of work discipline on work productivity. These findings can provide academic contributions to the development of causality theory of management science, and can be a reference for further studies in the future. The limitations are in the variables and their scope. The survey results gave rise to the following recommendations.

1. The authors expect that the work productivity of employees at BPSDM Aceh will continue to improve and increase consistently. They also hope that the organization will uphold indicators of transformational leadership (where leaders motivate their employees to work innovatively and creatively), work competency (employees are able to minimize errors in completing work and work

effectively and efficiently), work discipline (employees adhere to predetermined procedures and plans), and job satisfaction (colleagues provide direct assistance in completing each other's work and a comfortable workplace and atmosphere).

2. In the future, researchers should explore factors that influence employee work productivity beyond the variables examined in this study, or at least combine one of these variables with additional variables that are not part of the model.

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