

The Effect Of Transformational Leadership, Work Environment And Job Satisfaction On Work Discipline At The Transportation Office Of Pasaman Barat District

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ABSTRACT

This study aims to prove and analyze the effect of transformational leadership, work environment and job satisfaction on the work discipline of the employees of the West Pasaman Regency Transportation Service. In this study, several employees of the West Pasaman Regency Transportation Service were used randomly. The analytical method used to prove the truth of the hypothesis is multiple regression and t-statistical testing. The data processing is done by using SPSS. The results of data processing that has been done found that transformational leadership has an effect on discipline, at the stage of testing the second and third hypotheses it was found that the work environment has an effect on employee work discipline while job satisfaction also has a significant effect on job satisfaction of the employees of the Department of Transportation, West Pasaman Regency.



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INTRODUCTION

Every organization is required to be able to optimize human resources and how human resources are managed. Human resource management cannot be separated from the employee factor who is expected to perform as well as possible in order to achieve the goals of government organizations. Employees are the main asset of the organization and have a strategic role in the organization, namely as thinkers, planners, and controllers of organizational activities. In order to achieve organizational goals, employees must apply good discipline. Seeing the importance of employees in the organization, employees need more serious attention to the tasks performed so that organizational goals are achieved. The Big Indonesian Dictionary (KBBI, 2021), states that discipline is: 1. Rules (applicable at school, in the office, in the military, and so on). 2. Obedience (compliance) with the rules and regulations. 3. Field of study which has certain objects, systems and methods.

According to (Sugiyanto, 2019) work discipline is a tool used by managers in communicating with employees so that they are ready to change attitudes and behavior as well as an effort to increase awareness and willingness to obey company regulations and applicable social norms. Employee work discipline is very important in creating employee behavior patterns in achieving company goals. Where when employees follow company regulations and social norms, the stability of the company's development flow will run

smoothly. Thus, work discipline has a positive impact on a company because if employees apply disciplined attitudes and behavior, they will work effectively and efficiently so that company goals are achieved. Latainer in (Kusuma, 2020), defines discipline as a force that develops within the employee's body and causes employees to conform voluntarily to decisions, regulations, and high values of work and behavior. In a narrow sense, it is usually associated with punishment. The definition of work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, order and order to company or organizational regulations and applicable social norms (Oktaviana, 2021).

According to (Putra, 2020) states that work discipline is a person's awareness or willingness to obey all organizational or company regulations and applicable social norms. Then work discipline can make someone pursue their duties optimally. (Ilham, 2019) defines discipline as obedience and adherence to the rules and regulations that apply to their respective organizational environments.

According to Luthans, (2017) revealed that disciplined behavior can be influenced by a number of variables including transformational leadership, work environment and job satisfaction. Each variable can encourage the increase and decrease in work discipline, especially at the West Pasaman Regency Transportation Service. In carrying out their duties, every employee cannot be separated from their abilities. There is a great influence exerted by a leader on his employees. In this transformational leadership a leader must be able to work through his employees to transform his knowledge, optimally organizational resources in order to achieve the goals that have been set.

According to (Nardo et al., 2018) Transformational leadership can create an environment that motivates employees to achieve organizational goals and develop an interest in work. Transformational leadership within the West Pasaman Transportation Service found leaders who are less willing to listen attentively to subordinates' input and in particular pay less attention to the needs of subordinates. This causes the level of absenteeism or work discipline of employees at the West Pasaman Transportation Service still looks quite high.

According to (Jufrizen, 2017) concluded that transformational leadership is leadership that is owned by managers or leaders where the ability is not common and is translated through the ability to realize the mission, encourage members to do learning, and be able to inspire subordinates about various things that need to be known. . This transformational leadership is truly defined as true leadership because this leadership really works towards the goal of directing the organization to a goal that has never been achieved before.

Transformational leaders behave with the aim of motivating and inspiring those around them (Jufrizen, 2017). However, the existing conditions within the West Pasaman Transportation Service have not reflected a transformational leadership attitude, this is proven by the work environment that is still not conducive and the limitations of subordinates in conveying aspirations, therefore the level of employee absenteeism is still very high from the set target.

In the transformational leadership style, superiors not only increase the motivation of subordinates but also increase employee awareness and morality at a higher level. Transformational leaders influence their subordinates by increasing their subordinates' awareness of the importance of the value of togetherness in achieving organizational goals. This strategy makes subordinates feel trust, proud, loyal and respectful towards their superiors. Employees are motivated to do more than they are used to (Sukrajap, 2016).

In transactional leadership, the leader-follower relationship is based on a series of exchanges or agreements between the leader and followers (Titik Rosmani, 2016). Transactional leadership is a leader who guides or motivates their followers towards the goals set by clarifying the requirements of roles and tasks (Robbins, 2008: 472). According to (Gibson, 1997:84) transactional leaders identify the desires or choices of subordinates and help them achieve performance that produces rewards that can satisfy subordinates. This kind of leadership style will be able to bring awareness to followers by bringing up productive ideas, synergistic relationships, responsibility, educational concern, and shared goals.

According to (Siswatiningsih et al., 2019) transformational leaders motivate their followers by exchanging rewards for work or tasks that have been carried out, for example with awards, increasing wages for followers who perform high performance. On the other hand, it will give a penalty (punishment) to followers who have low performance or are below the target. The concept of transformational leadership integrates ideas developed in a character, style and contingency approach or a state of uncertainty.

Several previous studies have proven that transformational leadership has a positive influence on work discipline, namely research conducted by (Rian Salangka, 2015) that leaders who apply transformational leadership styles by maximizing and accepting suggestions and opinions from subordinates are proven to be able to increase optimal employee work discipline.

Besides transformational leadership, employee work discipline can also be influenced by the work environment. According to Robbin and Judge, (2016) the work environment is a place where employees carry out work activities every day, because the work environment is directly related to employees, it can be said to be a place where employees work in spending their working time (Astuti & Sulisty, 2018). The work environment in the organization is very important to pay attention to as well as from the physical work environment and non-physical work environment, because a good environment will affect employee work activities and employee work discipline.

The phenomenon that occurs at the West Pasaman Transportation Service based on the results of pre-research on the implementation of Field Experience Practices (PKL), basically the work environment of the West Pasaman Transportation Service still needs a lot of improvement, because it still doesn't pay attention to the physical environment in the workspace such as air temperature regulation. in the workspace is still not good even though it is equipped with cooling facilities. Often the air conditioner in terms of the air conditioner is not able to work properly, the air ventilation in the workspace does not function properly so that the lack of air circulation in the workspace causes a feeling of heat when employees work and the workspace layout never changes, causing saturation when work.

According to (Nitisemito 2018) the work environment is everything that is around the workers and that can affect them in carrying out the tasks assigned to them. A good, comfortable and conducive work environment but not supported by the work commitment of a good employee will trigger employees to do work in an undisciplined manner. Poor working environment conditions, both physical and social, despite the strong commitment of an employee to the organization, will cause employees to feel uncomfortable and compelled to act in a disciplined manner. The poor physical and social work environment around an employee coupled with the employee's low self-commitment will have an effect on the low work discipline attitude. The more conducive the work environment and the

stronger the employee's commitment to the organization, the better the work discipline carried out by an employee.

Besides transformational leadership and work environment, the formation of work motivation can also be influenced by job satisfaction. According to Luthans (2017) job satisfaction shows feelings of joy and pleasure shown by employees at work. Job satisfaction occurs because all the wishes or expectations expected by employees during work can be fulfilled properly. High job satisfaction will be shown by disciplined behavior in work.

If referring to the phenomenon of job satisfaction that occurred at the Department of Transportation of West Paasaman Regency, from the observations that researchers have made, there is still a less harmonious relationship between one employee and another, this can be seen from the low cohesiveness and family values shown by employees at work. In addition, several employees also provided information that they did not like the policy changes made by the leadership in recent times, especially during the Covid 19 pandemic, so it is suspected that the job satisfaction felt by these employees was relatively reduced, thereby reducing work discipline, as seen by the increasing number of cases of delays. and the number of employees who are absent during working hours. This phenomenon is very important to be addressed by the leadership to encourage the progress of employees and the organization in the long term.

A number of previous research results discussing the effect of job satisfaction on work discipline have been carried out by Sipahutar (2018) who found job satisfaction has a positive and significant effect on employee work discipline. The same result was also obtained by Manik, (2017) who found that the higher the job satisfaction felt by the employee, the more the employee's work discipline would increase. Furthermore, the results of the same study were also obtained by Divine, et al., (2017) who found that job satisfaction had a positive and significant effect on work discipline.

LITERATURE REVIEW

The results obtained at the stage of testing the first hypothesis are supported by the results of research by Anwar, Qadri, and Kalsum (2018) which found transformational leadership has a positive and significant effect on employee work discipline. The same finding was obtained by Indra et al., (2016) who found that the higher the implementation of transformational leadership values, the higher the employee's work discipline. Strong will further increase the job satisfaction felt by employees at work.

The results of Sipahutar's research (2018) found that the physical and non-physical work environment had a positive and significant effect on employee discipline. The results of the same study were also obtained by Anissa and Nugraheni (2017) who revealed that the more conducive the work environment in an organization, the more disciplined employees would be. Furthermore, the results of the same study were also obtained by Putra and Aprianti (2020) who found that the physical work environment had a positive and significant effect on employee work discipline.

Sipahutar (2018) who found job satisfaction had a positive and significant effect on employee work discipline. The findings obtained show that the higher the job satisfaction felt by employees, the more they will increase the work discipline they feel. The comfort and joy obtained at work because everything that is expected to be fulfilled encourages awareness within employees to be more disciplined in their work.

The same result was also obtained by Manik, (2017) who found that the higher the job satisfaction felt by the employees, the higher the employee's work discipline. Job satisfaction is realized because there is a match between the salary they receive and what is expected, as well as a good relationship with superiors or with co-workers, besides the employee also likes the job, therefore awareness arises in employees to always be disciplined at work. Furthermore, the results of the same study were also obtained by Divine, et al., (2017) who found that job satisfaction had a positive and significant effect on work discipline. These findings further reinforce the theory that the higher the perceived job satisfaction of employees will further improve employee work discipline.

METHOD

The population in this study were all employees of the Department of Transportation of West Pasaman Regency. The sample is part of the total population that can represent the population to be used as a place to collect data needed for research. In this study, the sample was all employees of the Department of Transportation of West Pasaman Regency. The number of employees of the West Pasaman Regency Transportation Service with a population of 141 employees. So that the sampling technique uses a saturated sampling technique, where all the population is sample. In research, the research variables can be grouped into two, namely the dependent variable, namely work discipline, while the independent variable consists of transformational leadership, work environment and job satisfaction.

Work Discipline

Work discipline is the awareness or willingness of employees of the West Pasaman Regency Transportation Service to comply with all organizational or company regulations and applicable social norms. According to Setiawan (I Komang Arya Wijaya Kusuma, 2020) to measure Work Discipline, the following indicators can be used accuracy of task completion, suitability of working hours, attendance rate, cooperation between employees.

Transformational leadership

Transformational leadership is emphasizing that a leader/head of Dishub Pasbar needs to motivate his subordinates to carry out their responsibilities more than they expect. According to (Kartini, 2020) revealed that transformational leadership has four indicators, namely charisma, inspirational, intellectual Stimulation and individualized Consideration.

Work environment

The work environment is everything that is around workers, which can affect a worker in carrying out the tasks assigned to the West Pasaman Transportation Service. Indicators in the work environment in this study use indicators from Nitsemito in (Tolu, 2018), namely cleanliness, air exchange, explanation, security, noise, and relations between employees

Job satisfaction

Job satisfaction is an emotional attitude that is pleasant and loves his job. In measuring job satisfaction, the researcher tried to find out how satisfied the feelings felt by the employees of the Pasaman Regency Transportation Service at work were observed from the level of comfort they felt at work. In measuring job satisfaction, indicators from Luthan (2012:167) are used, namely satisfaction with the work itself, satisfaction with salary, satisfaction with promotion, satisfaction with superiors and satisfaction with coworkers

The data analysis method used is quantitative, namely by using multiple regression analysis which is processed using the SPSS program. In general, the regression equation model used is

$$Y=a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information

Y	=	Work discipline
X ₁	=	Transformational leadership
X ₂	=	Work Environment
X ₃	=	Job Satisfaction
a	=	Constant
b _{1,2,3}	=	Regression coefficient
e	=	Epsilon

The stages of hypothesis testing are carried out using t-statistical testing and F-statistics testing

RESULT AND DISCUSSION

After all data and information have been collected, the data processing stage can be carried out immediately. The process of distributing the questionnaires was carried out using the help of SPSS. Based on the tabulation, the general descriptive of the participating respondents is obtained as shown in Table 1 below:

Tabel 2
Deskriptif Umum Responden

Information	Sum	Percentage
Gender		
Male	60	58.25
Famale	43	41.75
Age		
23 – 25 Years	3	2.91
26 – 30 Years	12	11.65
31 – 35 Years	40	38.83
36 – 40 Years	37	35.92
> 40 Years	11	10.68
Education		
High School	3	2.91
Diploma	6	5.83

Bachelor	92	89.32
Master	2	1.94
Length of Work		
1 – 5 Years	7	6.80
6 – 10 Years	26	25.24
11 – 15 Years	31	30.10
16 – 20 Years	23	22.33
> 20 Years	16	15.53
Position		
Staf	82	79.61
Kabid	3	2.91
Penata Umum	9	8.74
Penata Bidang	3	2.91
Kasi	3	2.91
Others	3	2.91
Status		
Married	97	94.17
Single	6	5.83
Total	103	100

Based on the data tabulation process, it is known that most of the respondents are male, namely 60 people or 58.25% of the total respondents, while the female respondents are 43 people or 41.75% of the total respondents. In the tabulation process, it is also known that most of the respondents aged between 31 years to 35 years, amounting to 40 people or 38.83%, while respondents aged between 23 years and 25 years are respondents with the least number of 3 people or 2.91% of the total population. total respondents. In line with the grouping of gender and age, it can be concluded that most of the employees who work at the Department of Transportation of West Pasaman Regency are dominated by adult male employees.

In accordance with the data tabulation process, it is known that most of the respondents have formal education at the S1 level, which is 92 people or 89.32% while the respondents with S2 level education are only 2 people or 1.94% of the total respondents. In addition, from the results of the grouping of respondents, it is known that most of the respondents have worked between 11 years to 15 years. This was recognized by 31 people or 30.10% of the total respondents, while the respondents with the least number were those who had worked in the Transportation Service of West Pasaman Regency between a year and five years, which was only 7 people or 6.80% of the total respondents.

From the results of the data tabulation process, it can be seen that most of the respondents have positions as staff, this is recognized by 83 people or 79.61% of the total respondents while other respondents have positions as Head of Division, General Manager, Head of Section and several other positions not mentioned in this study. . Each position was filled by 3 respondents, besides that from the results of distributing questionnaires it was known that most of the respondents were married, it was recognized by 97 people or 94.17% of the total respondents while 6 people or 5.83% of the other respondents were unmarried.

Classical Assumption Test

Normality Test Results

Normality testing was carried out using the One Sample Kolmogorov Smirnov Test with the Residual model. Based on the results of the normality test that has been carried out, a summary of the results is shown in Table 2 below:

Table 2. Normality Test Result

Model	Asymp Sig (2-Tailed)	Cut Off	Result
ARESID	0.064	0.05	Normal

In accordance with the results of the residual normality test, the resulting Asymp Sig (2-tailed) value is 0.064. The asymp sig (2-tailed) value obtained is far above 0.05 so it can be concluded that all research variables used have been normally distributed so that further data processing steps can be carried out immediately.

Multicollinearity Test Results

Based on the results of data processing that has been carried out, the summary is shown in Table 2 below:

Table 2. Multicollinearity Test Result

Variable	Tolerance	VIF	Result
Kepemimpinan Transformasional	0.064	2.095	<i>Fulfilled</i>
Lingkungan Kerja	0.286	3.495	<i>Fulfilled</i>
Kepuasan Kerja	0.478	2.092	<i>Fulfilled</i>

Based on the results of the multicollinearity test that has been carried out, the Tolerance value of each independent variable consists of transformational leadership, work environment and job satisfaction > 0.10 and the value of Variance Inflation Factor (VIF) < 10 so it can be concluded that each independent variable used and formed into the regression equation in this study is free from multicollinearity symptoms, therefore further data processing steps can be carried out immediately.

Heterosdastisity Test Results

Heteroscedasticity testing was conducted to determine the pattern of data diversity that supports each variable. When the pattern of data distribution is relatively constant, it shows that there are no symptoms of heteroscedasticity. Heteroscedasticity testing is done by looking for the distribution of variance with a graph approach. Based on the results of data processing that has been carried out, the results of the Scutterplot heteroscedasticity test are shown in Figure 1 below:

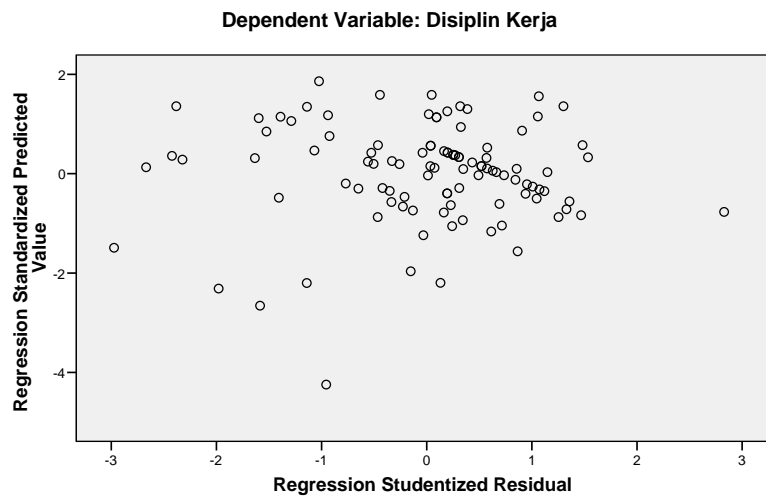


Figure 1
Scatterplot Her Heteroscedasticity Test Results

Based on the results of the heteroscedasticity test, it can be seen that the distribution of variance points that support each research variable used has spread and does not form a clear pattern, thus it can be concluded that all research variables that will be formed into the multiple regression equation model are free from heteroscedasticity symptoms so that the stages of data processing are more efficient. further can be implemented immediately.

Hypothesis test

After all the variables used are free from deviations from classical assumptions, the hypothesis testing stage can be carried out. Based on the results of hypothesis testing, a summary of the results is shown in Table 3 below:

Table 3. Hipothesis Test Result

Information	Coefficient	Sig	Cut Off	Result
Constanta	5.220			
Transformational Leadership	0.363	0.001	0.05	Signifikan
Work Environmental	0.450	0.000	0.05	Signifikan
Job Satisfaction	0.181	0.000	0.05	Signifikan
R ²	0.666			Signifikan
F-sig	0.000			

Based on Table 4, it can be seen that each independent variable has a regression coefficient that can be formed into a multiple regression equation model, namely:

$$Y = 5.220 + 0.363X_1 + 0.450X_2 + 0.181X_3 + e$$

In accordance with the results of the tests that have been carried out, the coefficient of determination value is 0.666. The coefficient value shows that the dimensions of the variables of leadership, work environment and job satisfaction are able to have a variety of contributions in influencing changes in work discipline by 0.666 or 66.60% while the remaining 33.40% is influenced by other variables that are not used in this study.

In the F-statistics testing stage that has been carried out, the sig value is 0.000. The data processing is carried out using an error rate of 0.05. The results obtained show a sig

value of 0.000, far below 0.05. So the decision is that H_0 is rejected and H_a is accepted so that it can be concluded that transformational leadership, work environment and job satisfaction together have a significant effect on work discipline for employees of the West Pasaman Regency Transportation Service.

In accordance with the results of testing the first hypothesis using the transformation leadership variable, a sig value of 0.001 was obtained. The data processing is carried out using an error rate of 0.05. The results obtained show a sig value of 0.001, far below 0.05 so that it can be concluded that transformational leadership has a positive effect on employee discipline at the Transportation Service Office of West Pasaman Regency.

At the stage of testing the second hypothesis using the work environment variable, statistically the sig value is 0.000. The data processing is carried out using an error rate of 0.05. The results obtained show a sig value of 0.000, far below 0.05. So that it can be concluded that the work environment has a significant effect on the work discipline of employees at the Transportation Service of West Pasaman Regency.

Based on the results of testing the third hypothesis using the job satisfaction variable, the sig value is 0.000. The data processing is carried out using an error rate of 0.05. So the decision can be concluded that job satisfaction has a significant effect on employee work discipline at the West Pasaman Regency Transportation Service.

Discussion

The Influence of Transformational Leadership on Employee Work Discipline.

Based on the results of testing the first hypothesis, it was found that transformational leadership has a positive and significant effect on the work discipline of the employees of the West Pasaman Regency Transportation Service. These findings indicate that when the implementation of transformational leadership is getting stronger, it will increase the work discipline of employees at the Transportation Service Office of West Pasaman Regency. Thus the first hypothesis is accepted. The results obtained at the stage of testing the first hypothesis are supported by the results of research by Anwar, Qadri, and Kalsum (2018) which found transformational leadership has a positive and significant effect on employee work discipline. The same finding was obtained by Indra et al., (2016) who found that the higher the implementation of transformational leadership values, the higher the employee's work discipline. Strong will further increase the job satisfaction felt by employees at work.

The Influence of the Work Environment on Employee Work Discipline

Based on the results of testing the second hypothesis, it was found that the work environment had a positive and significant effect on the work discipline of the employees of the Department of Transportation of West Pasaman Regency. The findings obtained indicate that the more conducive the physical and non-physical work environment felt by the employee, the more disciplined the employee will be. Thus the second hypothesis is accepted. The findings obtained at the stage of testing the second hypothesis are supported by the results of Sipahutar's research (2018) which finds that the physical and non-physical work environment has a positive and significant effect on employee discipline. The results of the same study were also obtained by Anissa and Nugraheni (2017) who revealed that the more conducive the work environment in an organization, the more disciplined employees would be. Furthermore, the results of the same study were also obtained by Putra and

Aprianti (2020) who found that the physical work environment had a positive and significant effect on employee work discipline.

The Effect of Job Satisfaction on Employee Work Discipline

Based on the results of testing the third hypothesis, it was found that job satisfaction had a significant effect on the work discipline of the employees of the Transportation Service Office of West Pasaman Regency. The findings obtained indicate that the higher the level of job satisfaction felt by employees, the more disciplined behavior of employees at work. Thus the third hypothesis is accepted. The results obtained at the stage of testing the third hypothesis are supported by the results of Sipahutar's research (2018) which finds that the higher the level of satisfaction felt by employees, the more they will improve their work discipline. The same research findings were also obtained by Anissa and Nugraheni, (2017) who found that job satisfaction had a positive and significant effect on work discipline. Furthermore, the research results obtained by Riana (2014) found that the higher the level of job satisfaction felt by employees, the higher the value of the company.

The Effect of Transformational Leadership, Work Environment and Job Satisfaction on Work Discipline

Based on the results of testing the fourth hypothesis, it was found that transformational leadership, work environment and job satisfaction together have a significant effect on the work discipline of employees of the West Pasaman Regency Transportation Service. The results obtained at the third hypothesis testing stage are supported by the results of research by Anwar, Qadri, and Kalsum (2018) which found transformational leadership, work environment and job satisfaction have a significant effect on employee work discipline. The same finding obtained by Indra et al., (2016) found that the higher the implementation of transformational leadership values will further improve employee work discipline, in addition to a conducive work environment and high job satisfaction will encourage the strengthening of employee discipline. In addition, the same results were also obtained by Kartikaningdyah and Utami (2018) who found that the implementation of a transformational leadership style, a stronger work environment and job satisfaction would further increase the job satisfaction felt by employees at work.

CONCLUSION

In accordance with the description of the analysis and discussion of the results of hypothesis testing that has been explained in the previous sub-chapter, several important conclusions are proposed which are the answers to the problems posed, namely Transformational leadership has a positive and significant effect on the work discipline of the Department of Transportation employees in West Pasaman Regency. The work environment has a positive and significant effect on the work discipline of the Department of Transportation employees in West Pasaman Regency. Job satisfaction has a positive and

significant effect on the work discipline of the Department of Transportation employees in West Pasaman Regency. Transformational leadership, work environment and job satisfaction together have a significant effect on the work discipline of Transportation Service employees in West Pasaman Regency.

In accordance with the description of the conclusions described above, several suggestions are proposed that can provide benefits for the head of the service to continue to increase the intensity of the implementation of the implementation of the transformational leadership style, with a more intensive implementation of this leadership style, it will increase the closeness of superiors with subordinates, as well as increase the motivation and discipline of employees at work, especially at the Transportation Service of West Pasaman Regency. other than that 2. For the head of service, it is also expected to improve the completeness of the physical and non-physical environment within the agency, such as providing a comfortable room, adequate office equipment and inventory that supports all employees at work, so that it will improve employee discipline in managing time, so 4. Future researchers are expected to find and add a new variable that has not been used in the current study, as well as look for a more appropriate model using SEM analysis to encourage increased accuracy and accuracy of research results obtained by researchers in the future.

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