

The Influence of Modern Transformation Leadership from The Director of The Travel Bureau, Work Motivation, Work Discipline on Employee Performance at PT. Kusuma Citra Travelindo Surabaya

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ABSTRACT

The aim of this study was to examine the combined and individual effects of the Main Director's leadership, work motivation, and work discipline on employee performance at PT. Kusuma Citra Travelindo Surabaya. The study included the entire population of PT. Kusuma Citra Travelindo Surabaya, which consisted of 30 individuals including the Main Director and non-permanent employees. Due to the small population size, a census technique was employed as the sampling method. The findings revealed that leadership, work motivation, and work discipline had a positive influence on the performance of Travel Bureau employees. The correlation coefficient analysis indicated a significant and moderately strong relationship between the Main Director's leadership variables, work motivation, work discipline, and employee performance. Specifically, work discipline emerged as the variable with the most dominant effect on employee performance, as evidenced by its greater standardized beta coefficient value compared to the other variables. To summarize, this study highlights that the leadership of the Main Director, along with work motivation and work discipline, significantly contribute to employee performance in the Travel Bureau. Among these variables, work discipline appears to have the greatest impact on employee performance. The findings imply the importance of fostering work discipline in enhancing employee performance, offering valuable insights for the management and HR practices of PT. Kusuma Citra Travelindo Surabaya.

Keywords: Performance; Transformational Leadership; Work Discipline; Work Motivation.

I. INTRODUCTION

Modern Transformational Leadership is an effective leadership model and has been applied in various international organizations

. Leadership transformation is a comprehensive and integrated leadership capability needed for individuals, groups and organizations to produce transformation which is characterized by changes at every stage of activity..

Here are some important aspects of modern transformational leadership:

Vision: The ability to describe, explain and convince subordinates about the desired future conditions and make them happen

Power: The ability to have influence, control and power over other people or groups so as to get strong support to achieve their goals

Inspiration: The ability to inspire and empower individuals, groups, and organizations.

Modern transformational leadership can help organizations to face future changes by transforming the paradigm and values of individuals in the organization to support the achievement of organizational goals and vision

Some well-known examples of modern transformational leadership are President Joko Widodo and Bacharuddin Jusuf Habibie

Prawirosentono (2009) states that performance is something that is achieved by a person or group within an organization in accordance with their respective responsibilities in order to achieve the goals of the organization concerned in a royal manner that does not violate the law and is in accordance with morals and ethics. Mangkuprawiro (2009) performance appraisal is a process carried out by companies in evaluating a

person's performance. Whereas Hasibuan (2011) explains that by evaluating work performance, subordinates get the attention of their superiors so that it encourages them to be passionate about work, as long as the assessment process is honest and objective and there is follow-up.

Employee performance will increase and be able to fulfill their job responsibilities will depend heavily on the behavior of the leadership, if the leadership is able to carry out well, it is very likely that the organization will achieve its goals. An organization needs an effective leader, who has the ability to influence the behavior of its members or subordinates.

So a leader or head of an organization will be recognized as a leader if he can have influence and is able to direct his subordinates towards achieving organizational goals. With regard to leadership styles that are able to improve employee performance, this study uses a transformational leadership style approach. Transformational leaders evaluate the ability and potential of each subordinate to carry out a task/job, as well as see the possibility of expanding the responsibilities and authority of subordinates in the future. The goal set Robin in Siagian (2010), emphasized that the relationship between superiors and subordinates in the context of transformational leadership is more than just an exchange of commodities (economic exchange of rewards), but has touched the value system.

Transformational Leaders, which are an extension of charismatic leadership, are expected to According to Siagian (Sutrisno, 2017), leadership is a person's ability to influence other people, in this case his subordinates, in such a way that other people are willing to carry out the leader's wishes even though personally they may not like it. improve employee performance. Participative or consultative leadership makes employees feel more connected to their company, more satisfied with their work,

Indrasto Kurniadi

The Influence of Modern Transformation Leadership from The Director of The Travel Bureau, Work Motivation, Work Discipline on Employee Performance at PT. Kusuma Citra Travelindo Surabaya

and have higher performance. Dharma (2010) found that satisfaction with the quality of work life significantly mediates transformational leadership on extra-role behavior, whereas organizational/company commitment was found to be insignificant. The implementation of transformational leadership from the President Director increases satisfaction with the quality of work life, and this tends to increase extra-role behavior from employees.

Discipline is an important element in determining a person's success when doing a job. In this regard, the following will present several opinions from experts regarding the meaning of discipline. Furthermore, according to Davis (2010: 444) discipline is a tool that managers use to communicate with employees so that they are willing to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

The purpose of this research is to determine the influence of transformational leadership, work motivation, work discipline on the performance of Company Employees. PT. Kusuma Citra Travelindo Surabaya.

II. THEORETICAL REVIEW

Transformational Leadership

The transformational leadership model developed by Lantu (2007:48) prioritizes employee development as the main and first thing, indirectly leaders are expected to direct the company towards long-term and sustainable success. This is the impact of changes in behavior that serves subordinates which occurs in sequential phases and continues continuously. Now business competition is getting sharper day by day (Hakim, 2017). In order to remain competitive, companies need quality human resources The goal set (Anwar, 2018). It cannot be avoided, in a situation and environment full of competition which is getting tighter and tends to be tougher every day, there is only one recipe that can be used as a reference for winning the competition, namely "change" or the ability to "change" The goal set (Hakim, 2017).

Servant Leadership Indicators

The dimensions of transformational leadership using dimensions developed from Barbuto and Wheeler (2006:304-307), and Wong and Page (2003:14) dimensions of Servant Leadership are as follows:

1. Action (Altruistic calling)
Describes the strong desire of the leader to make a positive difference to the lives of others and put the interests of others above his own and will work hard to meet the needs of his subordinates.
2. Empathy (Emotional healing)
Describes a leader's commitment and skills to increase and restore the enthusiasm of subordinates from trauma or suffering.
3. Wise (Wisdom)
Describes a leader who is easy to catch signs in his environment, so that he understands the situation and understands the implications of the situation.
4. Finding solutions (Persuasive mapping)
Describes the extent to which the leader has the skills to map problems and conceptualize the highest probability of

occurrence and urge someone to do something when articulating opportunities.

5. Growing (Organizational stewardship)
Describes the extent to which leaders prepare an organization to make a positive contribution to its environment through community service and community development programs and promote higher education as a community.
6. Socially Spirited (Humility)
Describes the leader's humility, and places and values other people's achievements more than his own.
7. Visionary
Describes the extent to which the leader seeks commitment from all members of the organization to a shared vision by inviting members to determine the future direction of the organization and write a shared vision.
8. Serve (Service)
Describes the extent to which service is seen as the core of leadership and leaders show their service behavior to subordinates

Work motivation

According to Veitlitzal (2005 455), motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. These attitudes and values are something invisible that gives strength to encourage individuals to behave in achieving goals.

Indicators of work motivation according to Abraham Maslow include:

1. Physiological needs
Physiological needs are needs that are needed to maintain a person's survival, such as food, drink, air, housing and others. In organizations these needs can be in the form of money, entertainment, retirement plans, a comfortable work environment.
2. The need for safety and security (safety and security need)
is the need for security from threats, namely to feel safe from the threat of accidents in carrying out work. In a company, these needs can be in the form of job security, seniority, work termination programs, severance pay.
3. The need for a sense of belonging (social need),
namely the need for friends, love and belonging. Social needs in organizations can take the form of work groups (team work) both formally and informally.
4. The need for self-esteem (external need or status need)
is the need for self-esteem, recognition and prestige awards from employees and the local community. In a company, these needs can be in the form of personal reputation, title, etc.
5. The need for self-actualization is the need for self-actualization by using skills, skills, and optimal potential to achieve very satisfying or extraordinary work performance that is difficult for others to achieve.

Work Discipline

Indrasto Kurniadi

The Influence of Modern Transformation Leadership from The Director of The Travel Bureau, Work Motivation, Work Discipline on Employee Performance at PT. Kusuma Citra Travelindo Surabaya

According to Nitisemito (2010), "Discipline is a discipline, behavior and actions that are in accordance with the rules of the organization both written and unwritten". Indicators of work discipline according to Nitisemito (2010) include:

1. Time discipline

Time discipline can be seen and employee compliance from the level of employee attendance in the office on weekdays from the employee's diligence in going to work, the timeliness of going to work, the accuracy of the hours of returning from work and the diligence of attending ceremonies/calluses when coming and going home.

2. Regulatory Discipline

Regulatory discipline, namely the obedience of employees in following the rules and ways of working that have been determined. This can be seen from obedience to existing rules/orders, obedience to superiors' instructions, obedience to wearing uniforms in accordance with applicable regulations.

3. Discipline of Responsibility

Discipline of responsibility can be seen from using work equipment facilities according to predetermined work procedures, and maintaining work facilities/equipment according to predetermined work procedures and completing assigned work according to provisions.

Research Hypothesis

Based on the problem formulation, research objectives and theoretical basis, the following research hypothesis can be put forward:

1. Transformational leadership has a significant effect on employee performance (H1).
2. Work motivation has a significant effect on employee performance (H2).
3. Work discipline has a significant effect on employee performance (H3).
4. Transformational leadership, work motivation and work discipline simultaneously influence employee performance (H4).

III. RESEARCH METHODS

Identification of Research Variables

Based on the problems that have been formulated and the hypotheses proposed, the variables that will be analyzed are as follows:

1. The dependent variable or Dependent Variable (Y), namely: performance
2. The independent variable or Independent Variable (X), namely:
 - X1 = transformational leadership
 - X2 = work motivation
 - X3 = work discipline
3. Moderating variable
 - X3 = transparency

Population and Sample

According to Istijjantio (2005:09) population is the total number of all members studied. In connection with the research that will be carried out, the population in this study are Kusuma Citra Surabaya travel agency employees,

totaling 30 people including the Main Director and non-permanent employees.

Considering the population is under one hundred people, this study uses the entire population as respondents, meaning that the sampling technique used is a census technique.

Analysis Method

Multiple regression analysis is used to determine the influence of the independent variable studied on the dependent variable. Mathematically, the function of the multiple linear regression equation can be formulated as follows:

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3 + e$$

Where :

Y = Employee Performance

α = Constant

X1 = Transformational Leadership Variable

X2 = Work Motivation Variable

X3 = Work Discipline Variable

b1 = Regression coefficient of variable X1

b2 = Regression coefficient of variable X2

b3 = Regression coefficient of variable X3

e = error

Descriptive Statistics

Among Variable X1, the Leadership Transformation survey results indicate that out of 30 people, 17% of them, which is approximately 4 people, have undergone the transformation. For Variable X2, Motivation, out of 30 survey respondents, 44% of them, which is about 15 people, show motivation. For Variable X3, Discipline, the survey shows 10%, which is roughly 3 people. Variable Y represents Employee Performance, with approximately 26% of the survey results, or around 8 people.

IV. RESEARCH RESULTS AND DISCUSSION

Multiple Linear Regression Analysis (Hypotheses I and II)

Table 1. Regression Coefficients Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	118,234	14,956		7,906	,000
X1	-,172	,114	-,252	-1,518	,141
X2	-,449	,134	-,550	-3,340	,003
X3	,102	,098	,173	1,039	,308

a. Dependent Variable : Employee Performance

Based on Table 1, the regression model obtained is as follows:

$$Y = \alpha + B_1X_1 + B_2X_2 + B_3X_3$$

$$Y = 118.234 - 0.172.X1 - 0.449.X2 + 0.102.X3 + e$$

Assuming that the variables X1, X2, X3 are zero or constant, the value of Employee Performance (Y0) is 118,234.

The regression coefficient for the leadership variable (X1) obtained a value of: - 0.172 has a negative regression coefficient, this indicates a change in the opposite direction to the dependent variable. So the greater the value of Leadership (X1) will decrease the value of Employee Performance (Y) assuming the other variables are constant.

The regression coefficient for the variable Work Motivation (X2) obtained value: -0.449 has a negative regression coefficient value, this indicates a change in the opposite direction to the dependent variable. So the greater the value of Work

Motivation will reduce the value of Employee Performance assuming that the other variables are constant.

The regression coefficient for the Work Discipline variable (X3) obtained a value of 0.102 has a positive regression coefficient value, this indicates a change in the direction of the dependent variable. So the greater the value of Work Discipline will increase the value of Employee Performance assuming that the other variables are constant.

Table 2. F Test Results ANOVA a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	469,119	3	156,373	4,113	,016b
Residual	988,381	26	38,015		
Total	1457,500	29			

a. Dependent Variable: Y Employee Performance

b. Predictors: (Constant), X3, X2, X1 Work Discipline, Work Motivation, Leadership

Based on the F test in table 2 above, it shows a significant level for the F test of 0.16. Because the probability value is <0.05 (sig <5%), it means Leadership (X1), Work Motivation (X2), Work Discipline (X3) has an effect on Employee Performance (Y), so that the resulting regression model is suitable or appropriate in explaining Employee Performance.

Table 3. Test Resultst Coefficients a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	118,234	14,956		7,906	,000
X1	-,172	,114	-,252	-1,518	,141
X2	-,449	,134	-,550	-3,340	,003
X3	,102	,098	,173	1,039	,308

b. Dependent Variable : Employee Performance

The results of the t test in the table above show that:

1. Leadership variable (X1), significant level of 0.141. Because the significance of this variable is greater than 5% (sig > 5%). This means that the Leadership variable (X1) partially has no effect on Employee Performance.
2. Work Motivation Variable (X2), significant level of 0.003. Because the significance of this variable is smaller than 5% (sig < 5%). This means that the Work Motivation variable (X2) partially influences employee performance.
3. Work Discipline Variable (X3), a significant level of 0.308. Because the significance of this variable is greater than 5% (sig > 5%). This means that the variable Work Discipline (X3) partially has no effect on employee performance.

DISCUSSION

Indrasto Kurniadi

The Influence of Modern Transformation Leadership from The Director of The Travel Bureau, Work Motivation, Work Discipline on Employee Performance at PT. Kusuma Citra Travelindo Surabaya

Based on the analysis of the results of the research, it is proven that the leadership of the Travel Bureau Director (X1), work motivation (X2), and work discipline (X3), simultaneously or partially, have no effect on the performance of employees in travel agency companies.

Basically the soul of leadership is owned by every human being, at least it is felt when someone goes through a process. Whenever humans are faced with various life problems one after another, not a few problems arise only because of mistakes in acting and wrong perception of something, to avoid it becomes important, self-control factors, one of which is by adhering to ethical and moral values in life. So leadership with ethics and morality is a very close unity.

In an organization you will find several elements, namely vision and mission, goals and work programs, organizational structure, organizational code of ethics, relationships between organizational lines, individuals, leadership and organizational dynamics. The success of an organization in achieving organizational goals really depends on the leader and the people around the leader. A successful leader if he is able to move a number of people in achieving organizational goals.

Organizations exist because there are several individuals who have the same goals. In terms of organizational goals are divided into two, namely social organizations whose goal is to improve the welfare of its members, while business organizations have a goal to seek profit or profit.

In addition, there is also a way to see an organization, where this concept was developed by the concept of the 5 phases of organizational growth put forward by Greiner and another model for organizational growth phases is the model from Ichak Adizes (1988). The concept of organizational growth by Ichak Adizes is intended for business organizations. The description of the concept of the growth phase of social (non-profit) organizations and business organizations can be drawn a general conclusion and is implied in it, that

1. In an organization there is always a leader who controls the turning of the wheels of the organization. In social organizations, leadership crises usually occur at the beginning of organizational growth. If a leader is elected, the organization will run under the leadership's direction. In a business organization there are leaders who pay attention to their business. If he is careless he will lose the competition.
2. Every organization has methods, habits and rules for achieving organizational goals and missions, including the way individuals interact with each other (in society) and the way individuals overcome the problems faced in the organization. This life is based on the beliefs that one has, based on a philosophy of life that is based on human relationships with their environment. This belief is used as a basic assumption (Basic Assumption) that underlies all programs, strategies and all activities, on this basis activities are built (long-term strategies and short-term strategies), thus giving rise to high value when the activities carried out do not violate what programmed, and vice versa. In other words,
3. The behavior of individuals within the organization in an effort to carry out work programs that have been

agreed upon or carried out will bring about/create their performance.

4. The high performance that exists in individuals in the organization indicates that what is done by individuals is in accordance with what is programmed by the organization, this is also in accordance with the basic assumptions of the organization. Thus, high performance is of course high work discipline.

Apart from that, the success of the company's program is also inseparable from the motivation of its leaders and employees. Motives as drivers generally do not stand alone but are interrelated with other factors. Things that influence motives are called motivation.

In general, motivation means encouraging to do or act. According to Nancy Stevenson (2001) in Sunaryo (2004), motivation is all verbal, physical or psychological things that make someone do something in response. And according to Sarwono, S, W (2009), motivation refers to the process of movement including situations that encourage that arise from the individual, the behavior caused by the situation and the purpose or end of the movement or action.

Motivation has 3 aspects, namely: 1. A state that is driven within the organization, namely readiness to move because of needs, for example physical needs, because of environmental conditions, or because of mental states such as thinking or memory, 2. Behavior that arises and is directed because of this condition, and 3. Goal or goal aimed at by the behavior.

According to Abrahan C and Shanley F (1997), in Sunaryo (2004) the types of motivators in general are money, awards, challenges, praise, trust, superiors, an attractive work environment, flexible working hours, promotions, friendship, recognition, appreciation, independence, creative environment, bonuses, gifts, thanks and confidence in work. In Sunaryo (2004) it is stated that there are several ways that can be applied to motivate someone, namely:

1. Motivating with force (Motivation by force), namely motivating by using threats, punishment or violence so that those who are motivated can do what must be done.
2. Motivating with persuasion (motivation by enticement), namely by motivating with persuasion or giving gifts to do something according to expectations which provides motivation.
3. Motivating by Identification (Motivation by Identification), namely by motivating by instilling awareness so that individuals do something because of the desire that arises from within themselves to achieve something.

The attitude of work discipline is very important for an organization in order to realize a goal, this is in accordance with the explanation of Malayu SP Hasibuan (2001; 213) that "Discipline must be upheld in a company organization, because without the support of good employee discipline it is difficult for companies to realize their goals. ". With the existence of work discipline for every employee or director in the organization, it will make the organization progress, because every employee or director who is disciplined in doing work can complete the tasks in the organization even though it does not produce work as a whole. Perfect. But within a certain period of time employees or directors will

carry out their work better.

V. CONCLUSION

Based on the data analysis and discussion of the research results that have been presented, it can be concluded that the following things can be answered to answer the problem:

1. Based on simultaneous tests, it shows a significant level for the F Test of 0.015, meaning that leadership, work motivation, work discipline influence employee performance.
2. Based on the partial test, it shows that the Leadership Variable (X1) has a significant level of 0.141. This partially shows that the Leadership Variable has no effect on Employee Performance. The work motivation variable (X2) has a significant level of 0.003. This shows that the work motivation variable has a partial effect on employee performance. The work discipline variable has a significant level of 0.308. This shows that work discipline has no effect on employee performance.

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